NUARY 1973

THE LABOUR GAZETTE

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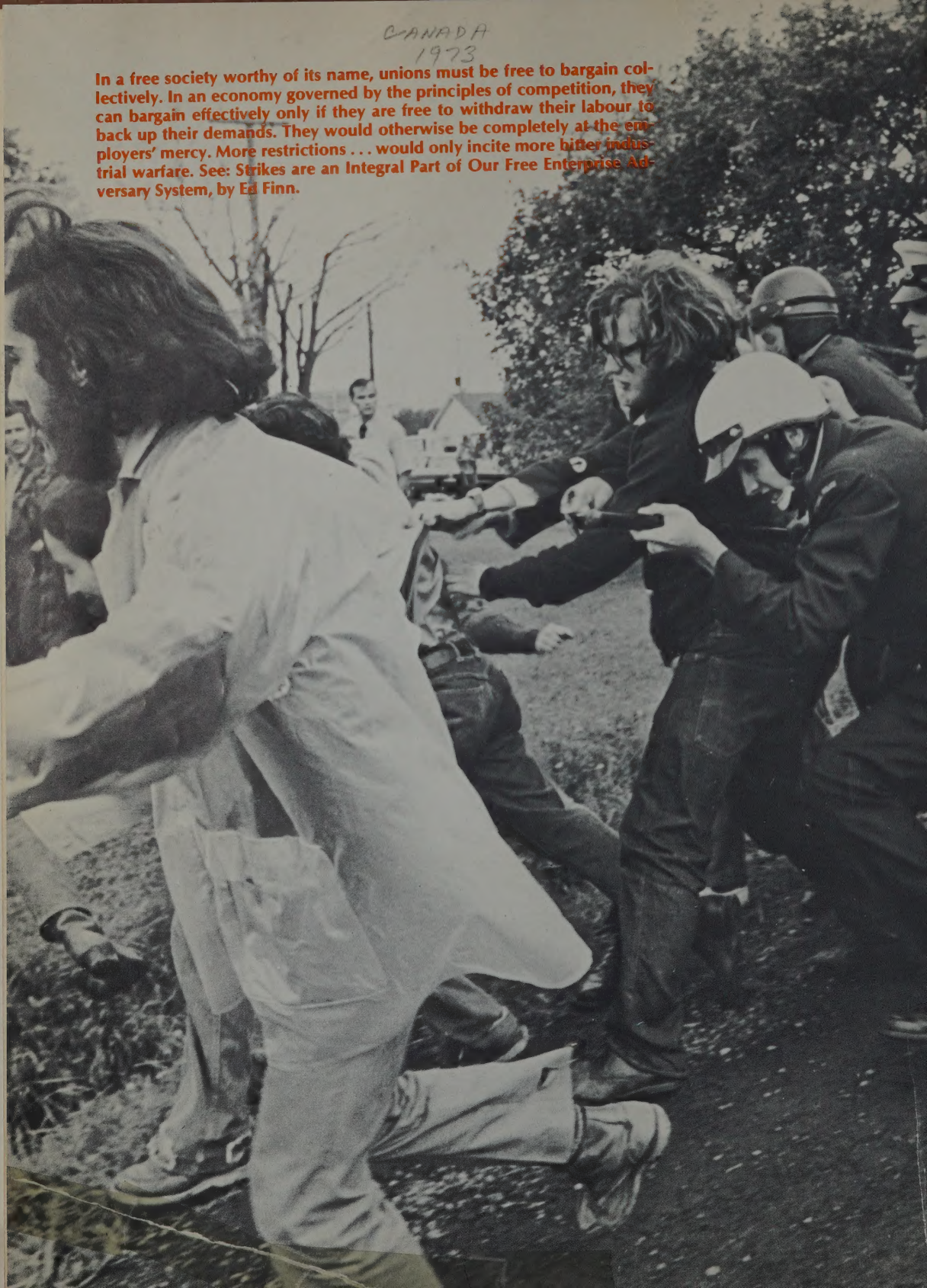
In a free society worthy of its name, unions must be free to bargain collectively. In an economy governed by the principles of competition, they can bargain effectively only if they are free to withdraw their labour to back up their demands. They would otherwise be completely at the employers' mercy. More restrictions . . . would only incite more bitter industrial warfare. See: Strikes are an Integral Part of Our Free Enterprise Adversary System, by Ed Finn.



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THE NEW MINISTER OF LABOUR

NEW YEAR'S MESSAGE

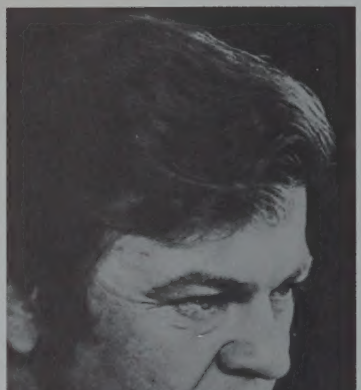
As the new Minister of Labour heading into a new year, I look forward to acquainting myself fully with those people, factors and problems that distinguish my portfolio. I know it is a job that I will relish, containing as it does a responsibility to people—and the challenge of forging the most effective and equitable relationship between labour, management and government.

In this respect I believe that I am the beneficiary of my predecessors' efforts, and of their progressive relationships within the industrial relations scene.

I am confident that with continued good will, and effort on all sides, there can be further worthwhile improvements in the future. I am keen to put this confidence to the test.

To all of you, and to your families, my sincere best wishes for 1973.

John Munro.



John Munro

John Carr Munro was born in Hamilton, Ontario, on March 16, 1931, the son of John Anderson Munro, QC, and Katherine Alexander Carr. He attended Central Public School and Westdale Composite School in Hamilton, then studied at the University of Western Ontario, where he received a Bachelor of Arts Degree in 1952. He next moved to studies at Osgoode Hall in Toronto.

Munro took an interest also in Hamilton civic politics and was elected to city council in 1955. He served as a member of the works and recreation committees and became chairman of the traffic committee. The Hamilton industrial park project was introduced Munro, as was the action to quire a section of Van Wagne Beach to be developed as a pl ground and recreational park.

In 1962, Munro was elected to t House of Commons as the rep sentative for Hamilton East, ga ing subsequent re-election 1963, 1965, 1968, and 1972. Duri those years, he served at vario times as parliamentary secretary the Ministers of Citizenship a Immigration, National Health a Welfare, Trade and Commer and Manpower and Immigration

On April 20, 1968, he was a pointed Minister without po folio, but after the 1968 electi he became Minister of Natio Health and Welfare on June 1968. He occupied that portfo until last December 4, when became Minister of Labour.

Munro has been married sin 1956 to Marguerite Harriet Clay Sault Ste. Marie, Ontario. Th have two daughters, Susan a Ann.

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NEWS BRIEFS

Industrial accidents resulted the loss of 17.75 million manys of labour in 1969—more than vice the loss attributed to strikes d lockouts. A new publication the Canada Department of Labour—**Safety Perspective Sécué**—is designed to provide emloyers with information on cident prevention to help reuce this loss of man-days, which ust reflect adversely on productn and, therefore, on the cost of e finished product.

onceived and produced by the ccident Prevention Division of e Accident Prevention and ompensation Branch, this bilinual magazine aims at increasing e awareness of industrial hazds. It supplies information on gulations pursuant to Part IV of e Canada Labour Code (Safety Employees) and on aspects of easury Board's safety policy, the edium through which safety andards, in keeping with those the private sector, are impleented within the Public Service Canada.

lthough there are numerous priate magazines on safety, it was ecided that there was a need for information publication oriented to the problems encouered in both the private and public sectors of businesses and undertakings within federal jurisdiction. Regular features in the magazine will include items on causes of accidents, technological facts that might help prevent accidents, reviews of current safety literature, and information on safety legislation.

Volume I, Number 1 of the magazine was issued in September 1972, and issue Number 2 appeared in December. The publication is appearing as a quarterly, but it is hoped that it will eventually be printed every other month. Since the appearance of the first issue, response has been enthusiastic and many employers have requested extra copies for distribution to their supervisory staffs. Free subscriptions are available to employers on request from: Accident Prevention and Compensation Branch, Canada Department of Labour, 340 Laurier Avenue West, Ottawa, Ontario, K1A 0J3.

■ Observing a custom of the people of the Beauce region, and acting on a request by the Rev. Fernand Doyon, parishioners of Saint-Joseph-de-Beauce and other concerned citizens, rebuilt a fire-razed factory. In all, 22,500 hours of work were contributed by the employees of the Glendale Company and by some 1,000 persons from all walks of life, including Roland Michener, the Governor General, during a visit he paid to the work site. In Québec, in the old days, when the property of a neighbour was destroyed by fire, a call from the pulpit generally mobilized all the available people of good will in the village, the parish or the township and managed, in a few days, to provide accommodation for the fire victim and his family. Destroyed by fire on September 6 last, the Glendale mobile home plant in the industrial part of the City of Saint-Joseph-de-Beauce, employing 238 persons, was rebuilt in 8 days of group work conducted in the traditional spirit of "benevolent work." The plant, which had suffered losses estimated at more than two million dollars, was rebuilt—and expanded by 17,000 square feet.

■ According to economist Jean Fourastié, quoted in the review of **la Chambre de Commerce Française au Canada,** "the machine at the turn of the 20th century required that the worker should serve it; it was automatic only for part of his work, and required the service of man either for feeding it or for performing any other phase of activity. The skilled labourer had to act as a complement to the incomplete machine and repeat the same motion over and over again.

"Today's machine is entirely automatic; the worker is only there to control it or repair it. He only intervenes to perform deliberate acts and motions. One could say that, far from dragging man into its own automatism, the modern machine assumes all the tasks that belong to the field of unconscious repetition, relieves man from such tasks, and leaves him only the activities proper to a living being who is intelligent and endowed with foresight.

"The more the machine improves, the more it is in a position to perform complex tasks; at the same time, it leaves man those which are more complex. **The improved machine will progressively relieve the worker from menial operations,** but will cease requiring from him what it will go on lacking—namely, activities furthest removed from pure mechanics. As progress continues, the worker will thus have to use the highest resources of his intellect."

Morris Mainwaring Jenks Richa

■ **Canada has ratified International Labour Convention 100 concerning equal remuneration for men and women workers for work of equal value.**

The instrument of ratification was deposited in Geneva on November 23, 1972, by John Mainwaring, Director of the International Labour Affairs Branch of the Canada Department of Labour, who is Chairman of the Governing Body of the ILO for the year 1972-73.

The brief ceremony took place in the office of the Director-General of the ILO, Wilfred Jenks, in the presence of a number of Canadians including Joseph Morris, Executive Vice-President of the Canadian Labour Congress, who is also Worker Vice-Chairman of the Governing Body, and Keith Richan, Employer Deputy Member of the Governing Body. Also present was Mrs. E. Johnstone, a Canadian on the staff of the ILO who, as co-ordinator of the Women's Program has been actively involved with the Implementation of Convention 100.

The Convention, adopted by the ILO in 1951, provides for the promotion of the principle of equal remuneration for men and women workers for work of equal value and for ensuring application of the principle. The basic obligation of a ratifying country is to pursue policies aimed at achieving the objectives stated in the Convention.

At the federal level, the principle of equal pay for equal work was established in 1956 through enactment of the Female Employees Equal Pay Act (LG 1956, p. 1229). This was strengthened, in 1971, by amendments to the Canada Labour (Standards) Code (LG 1971, p. 590). Canada's ratification of Convention 100 follows extensive discussions with all provincial departments of labour. As for all ratified Conventions, Canada will have to report to the ILO, at regular intervals, on the measures taken to implement its provisions.

■ **Six provinces are schedulin increases in minimum hour wages,** but British Columbia's ne level will put hourly workers that province in the national lea B.C.'s New Democratic Gover ment is increasing the rate to and then in stages to $2.50 by Jun 1974.

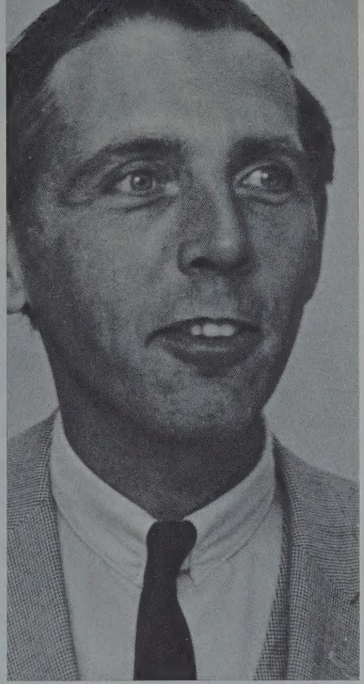
Ontario, Québec, Alberta, Nov Scotia and New Brunswick hav increases scheduled for the ne future. The current Ontario mi imum is $1.65. A proposed i crease of $1.80 is "complete inadequate," according to Ontar Federation of Labour Preside David Archer. "They say it will p many small companies out business or they will move to a other province. Most of the indu tries that will be affected are loc in character; **they serve the co munity in which they are locate and couldn't move if the wanted."** The OFL is campaignin for a $2.75 minimum in Ontario.

rince Edward Island with the west rate in Canada, is the only rovince that differentiates be- ween men and women, setting ie minimum for men at $1.25 an our and for women at $1.10. The inimum rate for both Manitoba nd Saskatchewan is $1.75 an our; Alberta's will go to $1.75 on nuary 1, 1973. On November 1, uébec increased its rate to $1.65, nd scheduled raises will bring the te to $2 by November 1974. In ly 1973, Nova Scotia will in- ease its rate to $1.65. In 1973, ew Brunswick's rate will go to .50. Newfoundland is now at .40. In the Northwest Territories, ie rate is $1.50, and in the Yukon, .75.

n most of the provinces, there are xemptions from the minimum ite, and in all provinces, employ- es under the age of 17 or 18 may gally receive lower salaries. In ie federal jurisdiction the min- num for those under 17 is $1.65, nd employers are being granted xemptions for providing on-the- b training or employing handi- apped workers.

n the past 15 years, minimum ourly wages across Canada have imbed sharply. In 1965, the fed- al minimum was $1.25. New- undland's minimum, introduced 1967, was 70 cents for men and cents for women. In 1957, anitoba's rates were 60 cents for en, 58 cents for urban women, nd 54 cents for rural women.

Dr. Fraser Isbester, 40, Chair- an of the Personnel and Indus- ial Relations Area at McMaster niversity, Hamilton, has been ommissioned to write the official istory of the Canada Department f Labour.



Fraser Isbester

The history will cover the years 1900-1975 and will be a social, economic and political record of the federal government's role in Canada's industrial relations system.

A leading authority on industrial relations in Canada, Isbester is the author of a number of published books, articles and reports on the subject, and he co-authored the "Man and His Work" series, a departmental publication aimed at high school students. He is taking a year's leave of absence from McMaster to complete the project.

A graduate of the Royal Military College of Canada, Isbester holds an Honours B.A. in history from Queen's University, an M.B.A. from the University of Western Ontario, an M.A. in history from Bishop's University, and a Ph.D. from Cornell University in the United States.

After four years service with the Canadian Army (1955-59), Isbester became a lecturer and assistant professor at the University of Sherbrooke until 1966, when he joined the Faculty of Business at McMaster as assistant professor of industrial relations.

■ The Canadian Labour Congress opposes introduction of any scheme that would shorten the workweek at the expense of longer workdays. In a brief to the Commission of Inquiry into the modified or compressed workweek, the Congress stressed that it is not so much concerned with the danger of seeing longer workdays imposed upon the organized workers it represents, who are quite capable of looking after their own interests, but rather with the thousands of unorganized workers across the country who are "prone to manipulation if the labour standards are relaxed."

The brief warned that lengthening the workday may lead to increased fatigue, which in turn would provoke carelessness and industrial accidents. Moreover, claims the CLC, it is a reversal of the historic trend toward shorter workdays, and a step that would "take Canada back into the 19th century."

The Congress accused proponents of the 4-day, 40-hour week of merely seeking higher productivity and higher profits at the expense of the employees. "The CLC has no quarrel with an increase in productivity, for it is this factor that produces the nation's wealth," the brief stated. "What we do question, however, is the distribution of this new wealth. The Congress is concerned that all people who work for a living should share in it."

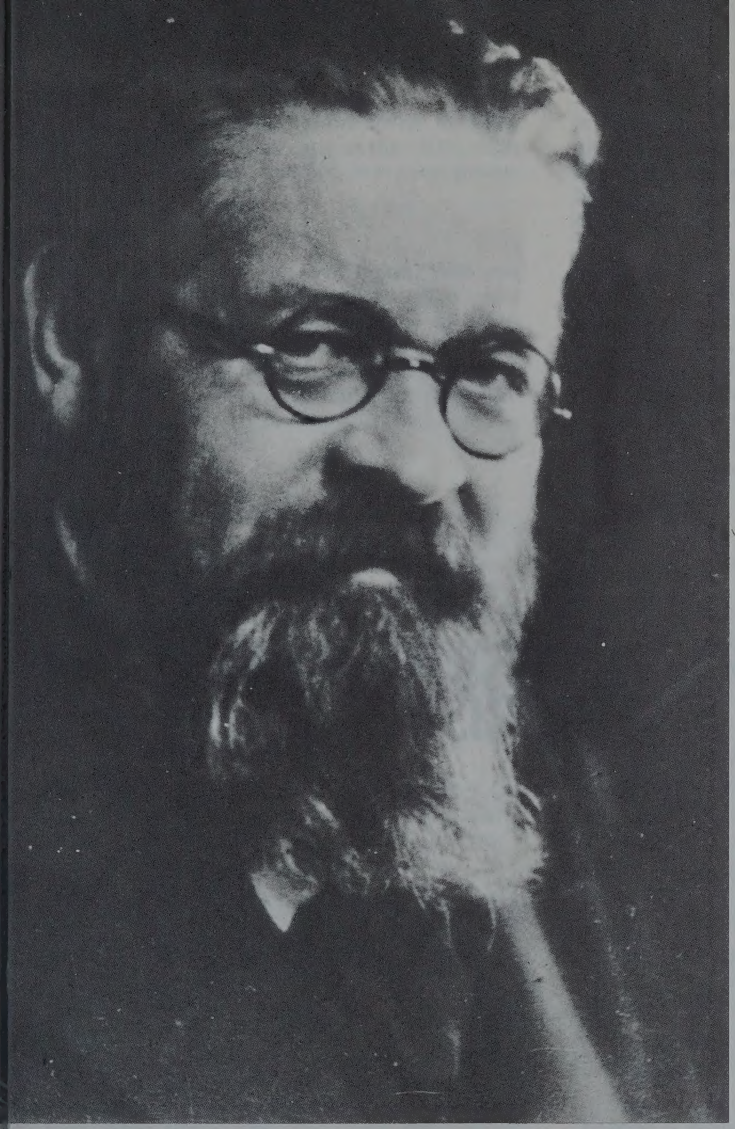
50 YEARS AGO

■ "The closing of the old year and the beginning of the new is a fruitful time for thought, and, of all questions bearing intimately on the life of every Canadian, perhaps the most worthy of consideration at this time is the condition of our industrial world—the welfare of the worker—holding in its grasp, as it does, the progress and prosperity of the nation."

That message was taken from an article in the "Financial and Business Survey" of the **Toronto Globe** published on January 1, 1923, and contributed by James Murdock, the then Minister of Labour for Canada. The January 1923 issue of **The Labour Gazette** reprinted this "special article from the pen of the Minister of Labour." It continued, in part: "Behind us lay the march of labour's years merging from blind helplessness at first, from the toil for bread followed mechanically as on a treadmill, from the starvation of spirit through dodging the famine line, to the banding together, to the usefulness of concerted action, to the voicing of desires, to the dare to be human, through an era of bitter conflict between master and man, until finally, born of necessity, of social development, of the spread of more humane ideas with the growth of a higher civilization, a broader spirit came into existence, whereby the employer looked beyond the measured hours of toil, beyond the brute load lifted, beyond the cog, to the human element in his employee, and economists and efficiency experts came to realize the tangible value of the worker's good will."

In December 1922, Albert Thomas, Director of the International Labour Office at Geneva, visited the United States and Canada and delivered addresses on matters pertaining to the ILO. On December 14, Thomas was the guest at a luncheon tendered him jointly by the Canadian Club of Ottawa an the Ottawa Branch of the Leagu of Nations Society of Canad Thomas spoke in French as well a in English, and his address wa quoted in the January 1923 **Ga zette,** in part, as follows: "Th chairman asked me for an expla nation of our work in Geneva, an I will try to give you a short ac count of what we are doing an attempting to do. The Interna tional Labour Office, as you know is a part of the League of Nation We have certainly a great measu of autonomy, in that we have special Governing Body and a spe cial Conference; but the League Nations is charged with a duty voting our annual budget . . .

"Our Organization has, as yo know, two aims. The first is pass, at the annual conferenc draft Conventions or Recommen dations for the purpose of raisin the level of the conditions of wo and life for the wage earners



bert Thomas

e world. In our conference we ive for each country four repre- ntatives—two for Government, ne for employers, and one for orkers. This year we had the easure of seeing at our confer- nce Mr. Ernest Lapointe (Minister Marine and Fisheries) and Mr. urdock. That is for us a great ho- nour, for it is a sign of the great interest which Canada has in our work that it should send two Ministers as its representatives.

"We had also from Canada, as representative of the employers this year, Mr. Coulter, of Toronto, and last year Mr. Parsons, with a man who is sometimes rather severe toward the Office, but is always a very good friend to us, Mr. Blake Robertson. On the side of the workers we have had since the foundation of our conference Mr. Tom Moore, who is now sitting on the right of the Prime Minister of Canada—a fact that attests to us the great accord that exists between Government and workers in this country . . . "Our Organization has a second duty to accomplish. If we cannot immediately get the different countries to accept mutual obligations and to ratify our Conventions, it is still possible to create a new atmosphere of feeling, to suggest new ideas of reforms, to explain the initiatives and experiences of each country; and it is the second duty of our Organization to collect and distribute information concerning all labour matters and all social questions throughout the world. By so doing we hope to render good service to the life of each country.

"I come to Canada for the first time, as I said a while ago. I do not forget my character as an international official, and I find no difficulty in remembering it. You are here in a great country where our two races, after being in opposition to each other and fighting each other, have been reconciled for the common good of the State in which they found themselves; a country in which for scores of years, for hundreds of years, you have shown the possibility of creating between brothers of different races a living community, a community that does not forget that the raison d'être of any State is to work for the common good of all the citizens therein gathered . . ."

STRIKES ARE AN INTEGRAL PART OF OUR FREE ENTERPRISE ADVERSARY SYSTEM

BY ED FINN

"Workers complaints multiplied, and strikes grew more frequent—strikes among the miners, the quarrymen, the peasants, the boatmen, the tradesmen—even among the police."

Thus did historian W. W. Tarn describe the economic problems of Egypt in 230 B.C. **The first recorded strikes in history were conducted by workers on the Great Pyramids of Egypt,** thousands of years earlier, and references to strikes have been found on the papyri and tablets of Sumeria, Persia and other long-vanished civilizations.

The Roman Empire experienced strikes by coppersmiths, goldsmiths, shoemakers, potters, dyers and carpenters. In the industrial towns of France and Italy in the 13th and 14th centuries, the craft guilds struck repeatedly against the ruling merchant class. Textile workers at Rouen waged a prolonged strike in 1281.

oolworkers in Florence went on strike in 1371. kes occurred in England as early as the 1300s, with ontemporary writer complaining that even priests d struck for higher pay.

their monumental **Story of Civilization,** Will and el Durant tell us that, in 1579, textile workers went strike in Germany and that, throughout the 16th ntury in Europe, "strikes were numerous, but they re suppressed by a coalition of employers and vernments." Major strikes took place also in tories of Amsterdam in 1672, and in the silk-mak- plants of Lyons in 1774.

ere has never, in fact, been a period in human his- y entirely free of strikes, or their equivalent, ever ce some people were forced to work for others. e relationship between workers and their employ- inevitably breeds resentment and conflict. **When ir discontent rises to an intolerable level, workers l strike, regardless of the consequences**—regard- s, too, of the kind of political and economic sys- n in which they live.

st of the strikes of bygone eras occurred under au- ritarian regimes that prohibited strikes and ruth- sly suppressed them. Strikers were severely pun- ed and their leaders hanged or beheaded. Not en such harsh deterrents, however, succeeded in pping strikes altogether. They continued to erupt iodically down through the ages.

is important, when looking at the furore over kes in Canada today, to keep the issue in historical rspective, and to realize that **there is nothing new unique about work stoppages. They are not pecu- r to modern times; nor are they confined to Can- a.** Most other industrialized nations are also af- ted by strikes—some, such as Italy and France, to a ch worse extent than Canada.

hough strikes are so prevalent and have such a g history, they remain an enigma to most Cana- ns. It is safe to say that **the strike is by far the most sunderstood of all human activities.** The depth of blic ignorance on this question has been revealed in numerous polls and surveys in which majority opinion favoured a ban on strikes in essential services, and the imposition of compulsory arbitration. One survey, conducted by **The Canadian** magazine, recorded 77 per cent in favour of banning all strikes.

Anyone with the faintest knowledge of labour relations knows that **strikes can't be prevented by making them illegal,** and that **compulsory arbitration as a strike substitute is completely unworkable.** People who cling to these myths obviously have no idea of what a strike actually is. They remain oblivious to the social, economic and psychological causes of discontent in the workplace, of which the strike is the culmination.

Many people, for example, do not realize that **industrial conflict is inevitable in the private enterprise economy.** Conflict is built into a system in which labour and management are primarily engaged in sharing between them the available income and power. The more one gets and keeps, the less remains for the other.

Even if both sides acted rationally and with good will, conflict—and hence strikes—would still be inherent in their relationship for at least four reasons: (1) Wages can never go as high as employees want, nor profits as high as owners and managers seek; yet the money available for distribution between them is always limited. Given the survival of both parties, they must share it in some fashion—and neither will ever be entirely happy with its allocation. (2) Someone manages and someone is managed. This entails a permanent conflict of interest that may be made bearable, but that can never be entirely eliminated.

(3) Even if a mutually satisfactory distribution of income could be devised at any given time, circumstances would soon change. Industrial societies are

dynamic. New laws, rising prices, shifting patterns of consumer needs, devaluation of the currency—these and other changing factors would soon force the parties to seek a new balance of power and income. (4) **Conflict is essential to the survival of management and labour as institutions.** A union that was in constant and complete agreement with management would cease to be a union. It would destroy itself; and the same is true for management.

Whether they like it or not, managers answerable to owners or boards of directors, and union leaders pressured by a militant membership don't have the latitude they require to develop more harmonious interrelations. Like two gladiators, they are shoved out into the industrial arena to fight each other to the death. When they seriously seek less bellicose solutions to their problems, they are accused of "going soft" and replaced by warriors who are fully committed to the adversary system.

It is fashionable these days to deplore the adversary system and condemn it as barbaric and uncivilized. This criticism misses the point. **It is our entire economic structure that is barbaric, producing as it does a distribution of income determined by power and rank rather than by need.** In such an economic system, it is fatuous to demand that the labour relations component be a model of peace and good will. It cannot be, for the simple reason that strikes and other forms of industrial conflict are built into the system. They are normal features of industrial life.

Within the context of a jungle-law society, strikes are not the unmitigated evil they are painted. Granted, they sometimes do inflict grievous injury on the contending parties, and on third parties; but **the costs of strikes are greatly exaggerated, amounting on the average to a loss of only one half man-day a year for each employee.**

Against the costs of strikes must be reckoned the gains, for industrial conflict does have a positive role that most critics of strikes overlook. Clark Kerr, Professor of Industrial Relations at the University of California, outlined that role in an article in the **American Journal of Sociology:**

"First, out of conflict or its latent possibility come the resolution of many disputes. The strike and the lockout, and the threat of these actions, are means of inducing agreement. In the last 15 minutes of bargaining controversies, **it is the right to strike or the threat of strike that is the instrument with which the controversy is settled.** It is always present at the conference table ... **Collective bargaining is the more effective because of the more violent alternatives at hand.** In the absence of aggressive conflict or its potentiality, controversies would be much longer drawn out, for there would be no decisive terminal point; and the absence of a settlement can be costly, too, in increased irritability and tension between the parties.

"Second, **conflict reduces tension.** In modern industrial society, the sources of unrest and hostility are enormous. The strike provides an outlet for these when they are so severe as to require forceful e

ission . . . The chance to rebel on occasion estab-
es the independence of the group and of the in-
idual, makes acceptance of the surrounding social
tem easier, and therefore can make a net addition
atisfaction and to production.

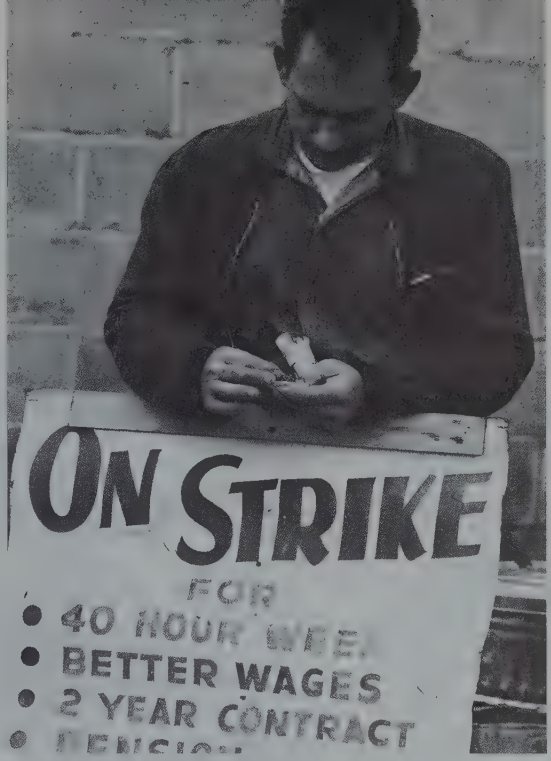
ird, **out of the conflict of management and union, worker is better served.** As the two parties com-
e for his loyalty, his interests are advanced. Fur-
r, this conflict protects him from domination. In
absence, one or the other organization might be-
ne too powerful for him to retain a minimum of
sonal liberty. Management and union check and
ance each other."

r was not advancing the notion of violence for the
e of violence, nor was he implying that unlimited
agonism is desirable. He was, rather, arguing for
golden mean, for **some reasonable mixture of nflict and co-operation between the extremes of archy and collaboration.**

views are generally shared by most serious stu-
nts of labour relations, and by the foremost experts
he field. Prof. H. D. Woods of McGill University,
chairman of the federal Task Force on Labour Re-
ons (LG 1969, p. 269) has stated bluntly that "the
y real deterrent to a strike is the threat of a strike."

s was one of the central themes of the task force
ort: **"Collective bargaining is designed to resolve nflict through conflict** . . . Although this system
y seem costly, it may well be more healthy and
s expensive in resolving labour-management dis-
es than any other method."

at is an opinion obviously not shared by many Ca-
dians, convinced by alarmist press coverage that
kes ought to be outlawed and workers' wages ar-
rarily established. Fortunately, even the most op-
rtunistic politicians are not foolish enough to try
implement such a simplistic "solution." They
ow, if most of the public does not, that the result
uld be industrial chaos instead of peace. Not only
uld wildcat strikes multiply, but frustrated workers
uld resort to other, even more damaging forms of
otest—absenteeism, malingering, the slowdown,
work to rule—even sabotage. Would those who
our a ban on strikes really want to encourage
se alternatives?



It is apparent that the public dislike of strikes is closely linked with a growing hostility toward labour unions. Indeed, **it seems to be a widely held belief that the calling of strikes is a union's primary, if not only, function;** and that, in some mysterious way, strikes benefit a union. This distorted concept of a typical union was dramatized in a CBC television play called "Strike," aired last September. It portrayed the union as a Mafia-type agency, led by unprincipled gangsters who somehow (in what way was not made clear) profited from keeping workers on strike even when it meant destroying the company.

One character in the play, a striker who wanted to accept the company's last offer, compared his role with that of the union representative: "My job is to work in the factory, to make enough to feed my family. His job is to keep me from working." This is the

precise opposite of the average strike situation. It is usually the union official who favours accepting what he considers a reasonable settlement, and the rank-and-file members who want to keep the strike going.

A little sober reflection will show that **a union has nothing to gain from inciting or prolonging strikes.** When its members are working and paying their dues, the union is sound financially, and relatively free of administrative problems. But when its members are on strike, the union has to give them strike pay instead of collecting dues from them, and it has all the worries and responsibilities of directing the strike as well.

No union, to my knowledge, is ever eager to stage strike. In fact, **most unions measure their success any one year by the extent to which they have ke strikes to a minimum.** When they call a strike, it only as a last resort, after they have been backed in a corner by an unreasonable employer and left wi no alternative.

Unions, in fact, prevent many more strikes than th precipitate. John Kenneth Galbraith calls mode unions "managers of discontent," in the sense th they provide a vehicle for processing workers' grie ances. "The rules that regulate pay, seniority, oth benefits, and conditions of promotion are vol minous," Galbraith points out. "Any unilateral app

ion of such rules by management, however meti- ous, would seem arbitrary or unjust. **By helping to me the rules, and by participating in their admin- ration through the grievance machinery, the union ves invaluably to mitigate the feeling that such tems are unjust.** It is a measure of the importance this union function that, where a union does not st, good management practice calls for the devel- ment of some substitute."

effective are unions in defusing workers' frustra- ns short of strike action that they have been ac- ed by some left-wing critics of acting against their mbers' best wishes.

ne function of unionism," writes Jeremy Brecher in recent book, **Strike!,** "is to set the terms on which rkers will submit to the managers' authority. This nction can be carried out only if the workers do in t submit ... Once employers accept a contract, e existence of the union and the job of its officials pend on its enforcing the contract—that is, pre- nting strikes."

more balanced assessment of the modern union's e as an industrial peacemaker is provided by J. ymond Walsh, Professor of Economics at Harvard: he records demonstrate that **most unions make ev- effort to settle disputes without recourse to the ike.** Many unions guard against hasty strike judg- ents by taking from their locals all authority in such tters, and concentrating it in the hands of national icers. Frequently such officers, removed from the at of the dispute (and the miseries that engender we might add), are much more likely to be reason- le and willing to compromise than are the local of- ials or an irritated rank and file ... Union leaders, from fomenting trouble, spend most of their time ttling disputes before the strike stage is reached."

e fact that **only about 5 per cent of labour disputes d to strikes** should be sufficient proof of Prof. alsh's statement. **But the public and the press,** ob- ssed with the comparatively few strikes that do eak out, **are not satisfied with a 95 per cent batting erage. They demand nothing short of perfection in bour relations**—and, in their insistence on curbing ikes, may well end up with much more labour uble than they now have.

Most employers are not so blind. They know a good thing when they see it. An article in a recent issue of **Business Week** magazine pointed out that "workers, like employers, respond to economic realities. The union is the instrument through which they express their discontent and try to remedy it. If the instrument is faulty, they seize another—and it is seldom as orderly as collective bargaining."

The article went on to compare North American unions with those in Europe, which, on the whole, are much weaker at the bargaining table. Does this weakness help the employers in Europe? On the contrary, it touches off wildcat—and even general—strikes that are much more disruptive than the walk-outs that occur on this side of the Atlantic.

"In Western Europe," the **Business Week** article explained, "wages have lagged behind both the general level of prosperity and the cost of living. Most European unions—short on members, short on money, long on politics—were unable to win economic gains quickly, or to exert discipline when frustration boiled over. So shop-floor activists grabbed the reins. When their wildcat strikes paid off, chaos ensued in companies, industries and regions.

"Wildcats are rare in the U.S. and Canada because unions with vested interests in their contracts do not lightly violate them, and members, confident that their union will protect them, do not lightly defy it. Certainly the employer here pays for the labour stability made possible by strong unions. He gives up some authority, in addition to wage increases, which European employers are also giving—under pressures more violent than those of the bargaining table."

Outbreaks of violence in industrial disputes in Canada are not nearly as frequent as they may seem to the uninformed observer. Those that occur are invari-

ably associated with the hiring of strikebreakers by management. Firms that resort to this practice are usually small, and employ non-skilled or semi-skilled workers who are easily replaceable.

The hiring of strikebreakers is an incitement to violence. It is asking too much of employees who are ordinarily peaceable citizens that they stand by unconcernedly while their jobs are usurped. There may even be some sort of instinctive "territorial imperative" that is triggered in striking workers when their picket lines are violated. **When the strikebreaking is done by a professional firm** such as Canadian Driver Pool Ltd., which supplies guards and trained dogs to escort strikers' replacements into the struck plant, **violent confrontation becomes unavoidable.**

Organized labour has long urged that the hiring of replacements for striking workers be prohibited by law. This would bring each dispute down to a straight endurance contest between employer and union, which is what a strike is supposed to be.

Canadian governments so far have rejected labour's requests that strikebreaking be outlawed. Their reasoning seems to be that, because striking workers are free to find jobs elsewhere, the employer should be free to maintain production any way he can. In practice, however, few workers seek alternative jobs while on strike, unless the strike drags on for so long that it becomes a lost cause. In any event, the unions would probably accept a law banning both strikebreaking and the taking of temporary employment by strikers.

The role of management in provoking strike violence is usually not apparent to the average citizen. He reads of an altercation between strikers and non-strikers and automatically blames the union, without stopping to reflect that it was the employer's attempt to break the strike that led to violence.

In a report on strike-breaking services, the U.S. Senate Committee on Education and Labour concluded that **"the almost inevitable effect of employing outsiders in an industrial dispute is to produce resentment, bitterness, violence, and bloodshed.** Nor is this surprising. The objective for which such persons are hired is to weaken or destroy the organizations that workmen have built up for their own protection."

Occasionally, employers will even plant agents within a union to foment trouble. Joel Seidman, Professor of Industrial Relations at the University of Chicago, points out that "unions are not always responsible for the violence to strikebreakers or the property of employers that is committed during strikes. In some instances it may be an agent of the employer, operating within the union, who urges violence at the order of the employer, who hopes thereby that public opinion will turn against the union or that he may the more easily obtain a court injunction . . ."

The U.S. Senate Committee referred also to employers' use of "persons disguised as strikers or strike sympathizers . . . While their ostensible function is to act as word-of-mouth propagandists against the strike, they are often found in the ranks of the strikers, urging or committing acts of violence."

In fairness, it should be stated that relatively few employers in Canada resort to such flagrant strike-breaking tactics. They don't have to. In most cases, **if they decide to break a strike, they can do so quite legally by obtaining court injunctions to limit picketing** and by relying on local police to act as escorts for strikebreakers—a role that most police forces readily accept.

s important to keep in mind, in examining the enomenon of the strike, that unions rarely take the iative. It is management, after all, that controls the ans of production, provides the workplace, estab- hes the work rules, and appoints the supervisory rsonnel for enforcing those rules. Unions can only ct to these managerial prerogatives. **It is the la- ur relations policy of an employer that determines e workers' morale, shapes their bargaining objec- es, and ultimately decides whether they will go on ike.**

ost employers still operate on what sociologist uglas McGregor calls "Theory X"—the view that rkers are inherently lazy, that they must be pres- ed into working, and closely supervised—and that they prefer it that way because it enables them to avoid responsibility. "So long as the assumptions of Theory X continue to influence managerial strategy," says McGregor, "we will fail to discover, let alone utilize, the potentialities of the average working man." He might have added that, **without a change in this prevalent management thinking, the trend will be toward more rather than fewer strikes."**

Managers who regard workers as necessary evils will always be plagued by low morale, production problems, and by both legal and illegal walkouts. These are the managers who take a fiendish delight in not only thwarting union demands in negotiations, but also battling over the interpretation of contract clauses between negotiations. They look for ambi-

guities or loopholes in the wording of collective agreements, and exploit them relentlessly. They fight every union grievance through every stage of the grievance procedure, up to and including arbitration.

Managers of this type—and they abound in government agencies as well as in the private sector—**keep workers in a permanent state of resentment, and store up trouble for themselves when the next round of bargaining arrives.** By that time, the employees are so incensed by the accumulation of slights and grievances that they are determined to make the company "pay" for them. So they force exorbitant demands upon their union negotiators—demands they know will inevitably lead to a strike, because by then a strike is the only adequate outlet for their pent-up rage and frustration.

"The root cause of worker discontent," says Larry Sefton, Director of District 6 of the Steelworkers, **"is management rigidity, unduly tight plant discipline, and the accumulation of grievances touching on human relations that collective agreements do not cover."** Many workers find temporary outlets for their frustration. Absenteeism is the most common escape. In recent years, some companies report doubled absentee rates, tripled on Fridays and Mondays. Alcoholism has also increased. Reports are being heard of growing drug abuse by workers. Outright sabotage is still rare. More typical is the kind of boredom and negligence that results in defective workmanship. Workers don't take pride in performing tasks they find oppressive and demeaning.

The strike nevertheless remains their most potent weapon for hitting back at an employer they detest. In Canada, however—unlike Britain, the U.S. and other countries—workers cannot legally strike during the contract period; and **it may be that this ban on mid-term strikes does more harm than good.** John Fryer, General Secretary of the B.C. Government Employees' Union, believes this is the case. "It permits employers to ride roughshod over their workers," he argues, "without fear of retaliatory legal walkouts. Thus a great deal of anger and frustration builds up among the workers, so that, when they get into a legal position to strike, they are more disposed to do so, and to remain on strike for a longer time."

According to Fryer, this explains why strikes in Canada tend to be of longer duration than those in other countries: **"Prohibiting strikes during their contract period may limit the total number of strikes in Canada, all right, but it increases the number of man-days lost owing to strikes.** In contrast, most strikes in Britain and elsewhere are typically sharp, short and to the point, and the result is less overall lost production." The statistics bear out Fryer's thesis. **In the number of strikes per year, Canada ranks among the lowest of the industrial nations; but in the number of man-days lost, it ranks among the highest.** This is primarily because employee rancor that is suppressed for the two or three years of a contract requires a longer time to release.

The inability of the industrial grievance procedure to deal with such intangibles as self-fulfilment, human dignity and job satisfaction is a major source of the kind of worker discontent that eventually finds an outlet in strike action. Yet **most employers remain oblivious to the sociological ferment now taking place in their plants and offices.** They continue to call for more restrictive legislation as a means of restoring labour peace, failing to see that **strikes are only a manifestation of the mounting rebellion against outdated and objectionable work practices.**

Kerr claims that, to some extent, workers' aspirations have been raised by management itself: "In a sense businessmen bring labour militance on themselves by advertising their products and raising their prices. They constantly raise the level of expectations of their own workers." Employers who thus stimulate their workers' appetites and then withhold the means of satisfying them are creating the conditions that lead to labour strife. This applies to psychological as well as material needs.

Has modern technology become an end in itself, rather than a means to a better life? If not, why has it been organized for mass production at the expense of the employees' comfort, dignity and sense of fulfilment? These are the questions to which our corporate vice-presidents should be applying their high-priced talents, instead of flooding governments with letters and briefs demanding more anti-strike laws. **Anyone who takes the trouble to talk with workers about their problems is convinced they stem largely from the dehumanized nature of their jobs.** Com-

ıny officials, however, seem to be too busy making eeches about "union greed" and "government lax-" to consider the possibility that they themselves ight be at least partly to blame.

ıe **Financial Times,** in a recent editorial about the owing hostility of workers toward their employers, ondered why **so many businessmen seem indifferıt.** "The only final answer (to labour troubles)," said e **Times**, "is better management. That means more consistent concern and more sympathetic understanding. **It means, ultimately, treating employees not as adversaries but as partners in the enterprise."**

Even if employers can't quite transform their operations to that extent, they certainly could act promptly to improve and speed up their grievance procedures. Although the grievance machinery can't be expected to handle psychological problems, it can and should resolve disputes over the application and

interpretation of contract clauses. Unfortunately, in all too many establishments, the processing of grievances has become bogged down in delays and red tape. It is not uncommon in some industries for an employee's complaint to be ignored for a year or longer before finally being settled.

The most alarming development in recent years has been the intrusion of the courts into the grievance procedure. Many employers—including governments—have begun to challenge the decisions of arbitration boards in courts that, in several cases, have upheld the appeals. As a result, unions have been compelled to have agreements written by lawyers in a jargon their members can't understand. **"Contracts keep getting longer and more complicated every time they're renewed,"** says Murray Cotterill, former public relations director of the Steelworkers. "Despite seminars for shop stewards and foremen, most men on the floor take one look at all the legalese and put in a panic call to their respective experts."

Cotterill and other union officials claim that **the injection of the judiciary into the grievance system, on top of all the other defects it has displayed, is causing it to break down.** More than that, it has disillusioned workers in the efficacy and justice of the system, creating an upsurge of rank-and-file belligerence.

"The individual employee's problems don't go away just because they get lost somewhere in the red tape," says Cotterill. "Tension builds up and erupts at the next set of negotiations. **Strike action becomes an act of revenge**—not a simple verdict on the company's latest wage offer." (In the prolonged DeHavilland strike in Toronto in 1972, for example, one of the chief causes of the dispute—and one of the barriers to an earlier settlement—was the accumulation of some 150 unresolved grievances during the previous contract period.)

Most strikes, of course, still relate, at least nominally, to the union's quest for higher wages. That is their basic function—one that has been assigned to them by the private enterprise system. **"No blame can be levelled at the unions for seeking wage gains,"** says Bernard Hollowood, of the London School of Economics. **"They operate, as we all do, within the system; and the system decrees that the various agents of production shall compete to the limits of their bargaining power to exact for themselves as large a fraction of the national income as possible."**

free society worthy of its name, unions must be to bargain collectively. In an economy governed the principles of competition, **they can bargain effively only if they are free to withdraw their labr to back up their demands.** They would otherwe be completely at the employers' mercy. More rictions on the right to strike—in the absence of equitable distribution of the nation's wealth—uld only incite more bitter industrial warfare.

ay well be, as Elliott Jacques gloomily predicts, **the private enterprise system will tear itself apart more rational allocation of income is not soon ised.** Jacques is a specialist in wage and salary demination at Brunel University in London. He warns , as disputes over pay scales get progressively se, they will shake the very foundations of indus- society. He bases his gloomy forecast on the ead of unionism and power bargaining to profesals, public service employees, teachers, and other ups hitherto outside the organized labour fold. In view, their rising militancy is a response to the ortion of the "differential pay pattern" by more werful labour organizations.

Jacques sees it, **the chief cause of rising wage demds is** not so much a dissatisfaction with pay levper se, but rather **an insistence by each group t it preserve its place in the income pecking order.** hen the various employee groups see another up below them catching up or surpassing their levels, they go all out to reopen the gap." This t of leapfrogging or "one-upmanship" has upset income equilibrium in most industrialized nans. Jacques refers to it as "a disintegrating situon," and says that **a breakdown can be averted ly by a more rational and equitable distribution of national income.** All the unions and employee ups should sit down with top government and siness leaders, ascertain how big the income "pie" going to be for the next year or two, and then agree how it is to be split. This is basically what hapns in Sweden, a country that, although no industl relations Utopia, experiences far fewer strikes n most other countries.

Granted, the sane and sensible solution advanced by Jacques would not be easily achieved, necessitating as it does sweeping changes in our economic system, as well as massive reforms in union and management structures and attitudes. But **if we are not prepared to effect these reforms, we should be resigned to enduring the inconvenience of strikes.** For strikes are an integral part of the cutthroat system we now have, and cannot be eliminated as long as that system prevails.

If the opinion polls are to be relied upon, it would appear that many Canadians—including many workers—have been convinced that strikes are an "evil," and that unions have become more powerful than employers. Such views are based on economic and political fallacies. As social scientists Tony Lane and Kenneth Roberts have remarked, **"There is not much point in moralizing about strikes when they are part and parcel of the economic system; and to suggest that trade unions have become more powerful than employers would be laughable if it were not taken so seriously.** The day to take such suggestions seriously will be the day when a shop steward has the power to fire his managing director."

Lane and Roberts conducted an in-depth study of strikes last year. Their conclusion is worth quoting: "Strikes are elementary consequences of the contemporary economic structure. The nature of work, the terms of the employer-employee relationship, the integration of unions into the power structure—all make strikes inevitable . . . A plausible lecture could be delivered to politicians, employers and union leaders, containing the message that **the 'nuisance' of the strike is part of the price they must pay if they want to reap the rewards of our economic system.** Only when this point of view is appreciated will the reasons for striking be properly understood."

(Ed Finn is Legislation Director of the Canadian Brotherhood of Railway, Transport and General Workers. He has been labour columnist for the **Toronto Daily Star** since May 1968. The opinions expressed in the foregoing article are those of Mr. Finn, and do not necessarily reflect the views or policies of the Canada Department of Labour.)

A LIVELY LOOK AT THE INGREDIENTS OF GOOD MANAGEMENT

The question, "What Price Management?" was the theme at the annual fall conference of the Ottawa Chapter of the Public Personnel Association. And the answer seemed to be, "Very steep." Those attending the conference in Ottawa on October 19 and 20 were addressed by a number of behavioural scientists including an anthropologist, a psychiatrist, a psychologist and a research physician.

The 640 delegates were told that, along with wall-to-wall broadloom and a private parking space, the executive ulcer is a well-established status symbol. "But there is nothing so frustrating as having an ulcer and still not being a success," said Dr. John Griffin, psychiatrist and consultant on human relations. Speaking on the stresses and strains to which management is subjected, Griffin asserted that **modern man is being confronted with constantly changing pressures** that will almost guarantee his having an ulcer. Stress is not confined to business alone, he said; the world itself is a place of stress.

"I am constantly asked if I think that there is more stress today than at any other time in our history. And although I concede that the speed of living in general has greatly increased, I believe that living has always been stressful. The world has always been tough. When London was being blitzed during World War II, medical and psychiatric plans were made to accommodate the vast anticipated hordes that were expected to break down under the stress of war. But it just didn't happen. People responded magnificently. Their spirits were never higher. **It seemed that the more stress imposed on the people of London, the better their mental health.**"

In marked contrast to this, Griffin explained, were the combat troops waiting in outlying areas where there was no blitz and no physical danger. "These men had undergone days and weeks of training for a war that never seemed to materialize. The result was that disciplinary problems increased and psychiatric problems aro**The important difference betwe the two groups was that th people of London did not ju have to sit and wait and do noth ing. If you can act meaningful and do something about a prob lem, you are much better off."**

The nuclear bomb, the populati explosion, the air pollution prob lem—these fears are so remote, s de-personalized that they caus little stress, he said. "The rapidit of our changing values, the so called 'new morality,' create stress for the older generation. Th attitude of the young toward rel gion, sex and drugs have proved t be most disconcerting."

But the people pollution, the con sumer goods pollution with it built-in obsolescence, drug an alcohol pollution, and all th other pollutions are so vague, s objective, that they do not creat the kind of tension that bring about a mental breakdown. "The do not hit us where we live within ourselves." The attitudes o the young work force, howeve affect the older executive. "We a constantly brought into contac with young people whose motiva tion is entirely different fro ours—the serious-minded, eage beaver individuals we were a their age. **Youth's attitude toda has made us impatient, even hos tile."**

PRESSURE OF CHANGE

Shortly after World War II, he said a taste for affluence was devel oped when products once mor became available. Unions bega to demand a larger share of the af fluent society. When they clam oured for higher wages and fring

efits in the late '40s, it was very ssful to management. But to-'s young worker could hardly e less. Their attitude is: **"Why we have to work? There's not ugh work for everyone, so let se work who want to work.** be that's the answer. In any e, kids are not inactive even on fare and unemployment insur-e. They have lots of things to Nothing can be painted in ck and white. It's a changing ne."

ne behavioural scientists say: ie only way we can save the rld is to slow up production d growth." Some managers say: hat this country needs is an-er good depression." The elec-nic media urges youth to stay in ool, to at least finish high ool, and if possible, university. ut the kids are not sure they lly want a higher education. It parently can't get them a job, way. We are producing in this neration a no-nonsense, won't-e-any-favours kind of people." d when they watch the man in grey flannel suit on his stress-grey flannel treadmill, they : "Who needs it?"

e stresses that affect us right w "where we live" are real, eatened or imaginary. In all ee cases their effect is the same. l of them involve a sense of sonal loss, a feeling of being nied something, whether it is a ed one, spouse or child. The s of a child is an excruciating ess on a parent," Griffin said. nen there's also the loss of tus, social position, work posi-n, loss of self-confidence, loss or inability to obtain a sense of ntity, loss of money. And a host fears that might happen, that uld happen, but never do hap-n."

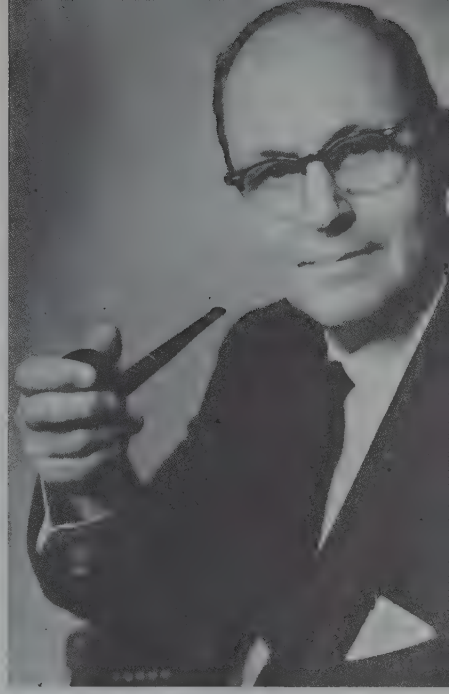
ployees and executives under ess demonstrate a decrease in rtness, and an increase in er-c behaviour. "They are increas-ly emotional in an irascible y, get thrown off base more quickly, and find it easier and easier to stay away from work." **Absenteeism from the workplace is an emotional response to stress.** "They develop a sense of being alone, of apathy, which is next door to depression." People under stress are also full of anxiety, lack the ability to concentrate, and have memory lapses. Their depression comes as a result of unresolved stress.

"They are not mentally ill, but they haven't got the best of health," he said. "Their anxiety is more likely to be translated into physical illness or psychosomatic illness. In London in 1966 there were 17 million man-days lost because of minor illnesses. Since then it has increased to 30 million lost days."

WORK ADDICTION A KILLER

Ask any executive to describe the kind of young man he is looking for and he will list the following main attributes: a self-starter with considerable drive and energy; one who thrives on competition; ambitious; a clear interest in getting ahead; capable of fulfilling multiple roles; a quick worker with an interest in the job; superior mental and physical alertness; sense of loyalty and responsibility.

Behavioural scientists in San Francisco carried out an experiment by choosing, from a cross section of industry, 80 men who possessed the attributes described above. They then chose 80 more who had completely different attitudes toward work, although they spent about the same time, eating, smoking, drinking, exercising, making love and playing. The researchers discovered that both groups were equally successful;



Dr. John Griffin

but the first group, the ones with excessive drive and energy, had seven times as much heart disease as the other group.

The executive who brings work home (and often takes it back unopened), who works 50 to 60 hours a week—driven by the need to prove himself to "the men upstairs," or because of some inner torment of his own—is asking for a physical or mental breakdown. "He's a work addict, and work addiction is as dangerous as alcohol addiction, only a hell of a lot more respectable; but the price on you, the addict, and on your staff, can be tremendous."

Much has been said recently of group participation and group action, but Griffin believes that **the focus should be placed on the individual,** and that research be carried out **to discover what makes him truly creative, truly healthy, and truly great.** He does not discount team effort, however. "It seems that, in the public service particularly, everyone is on a career aspiration kick. They don't let

anyone know what they're doing and they don't care what anyone else is doing."

People are always talking about job security; they feel they need it; but it's a double-edged sword that brings about a feeling of apathy, loss of production and inefficiency. "What is needed instead is inner personal security," he said.

BASIC NEEDS

There are four basic needs that a worker must have satisfied before he can be happy and productive. "I call them the four As. First, the need for approval. He must be liked as a person, feel his own sense of personal worth. Second, appreciation. He must be shown appreciation for something that he has done or is doing. Third, the need for achievement. He must have a sense of progress, that what he is doing is important. And fourth, the need for acceptance. He must feel that he is an accepted part of the group."

Griffin cited the case of a loyal, dedicated employee and executive who was unpopular with his subordinates because he was inflexible, stubborn and a stickler for detail. Employees chafed under his direction and started to openly rebel, so management moved him from his engineering post to a financial post where he had no skill and little talent and where the work proved beyond his capacity. Co-workers began to notice that the man was becoming increasingly irritable and forgetful, that he had tremors, and that his speech was thick and fuzzy.

Management began to realize that he was becoming an alcoholic. He was given a leave of absence for treatment and told that he must never take another drink; and because he felt that rules were meant to be obeyed, the man stopped drinking. Management gave him his old job back, but they assigned a representative from senior management to help him to understand the way the company expected a manager to act. A close, warm relationship was built up between the two men and the side effects were quite noticeable. The staff was no longer troubled and he was no longer troubled. For the first time he knew where he stood in the scheme of things and what the company thought of him.

The disgruntled person is like the proverbial bad apple in the barrel, Griffin remarked. His discontent is contagious; it affects others, and morale and production go down. "But very seldom is there a bad apple without a reason. Very often you are dealing with a difficult psychological problem—but deal with it. You are the prescription. You, as management."

And in the final analysis, what can one do about the stress and strain of management? **"Bring in a behavioural scientist from outside.** There should be a place for small group discussions on stress and mental health and the psychological aspects of management. A place where executives are free to blow off steam. **The cost would be minimal to the saving in health and life."**

MANAGEMENT PLATEAU

Regardless of economic conditions, says managerial consultant Robert E. Sibson, salaries for management people increase by 7 or 8 per cent a year. Management fringe benefit packages reach a plateau at the $35,000 level, at which point the individual moves from one life style to another. Director of a U.S. management consulting firm, Sibson claims that the majority of U.S. management people will pass through this point to reach the $150,000 level.

Delegates were told that in the U.S. the cost of living for manage has risen twice as fast as the consumer price index. But financi motivation can be effective onl when one level has been reache and the manager is striving towa another level. "It is difficult t motivate executives financiall when they reach the saturatio point, which is at about $150,00 level."

The most important single facto affecting management in the com mercial sector is the emergence o the public corporation. **There wi be a dearth of good managemen material within the next few years because government and non-profit organizations will have compensations that can compet with the commercial sector,** and the supply won't keep pace with the demand. "It would make for a better working environment i government agencies were man aged by commercial sector types."

on went on to explain that **the manager is the effective one, the most efficient one.** "But he uld have the ability to do the t thing efficiently." Goals can set in any enterprise, he said. you can't set goals, you can't nage."

erican business has tradition- used the measuring stick of bigger the size of the business, greater the salary of the man- r. But it is having second ughts about this, he said, and the re-thinking is gravitating ard "better" not "bigger." **ckholders and customers uld prefer that the company the best, rather than the big-** t. But instead of using the merit em, the most effective com- ies gauge the cost of living and accordingly. "You often run a case of someone's getting a per cent pay raise, but no nus. The idea is 'What did he for us this year'?"

managers of the future will be arded in various ways, he said. the past they have been given npany shares, but it is quite ssible that they will get free mbership in various clubs, free lth insurance, and free access private schools for their chil- n. Mutual funds could also fig- as bonus payments.

other plan to reward managers uld be to restructure their jobs reduce pressures and make the rk more enjoyable. Managers uld be encouraged to retire, re- in and begin a second career at work of their choice when y are in the 45-55 age group. **he younger generation thinks t working to age 65 is a pretty haic idea,** and management is ponding to the new thinking."

W APPROACHES NEEDED

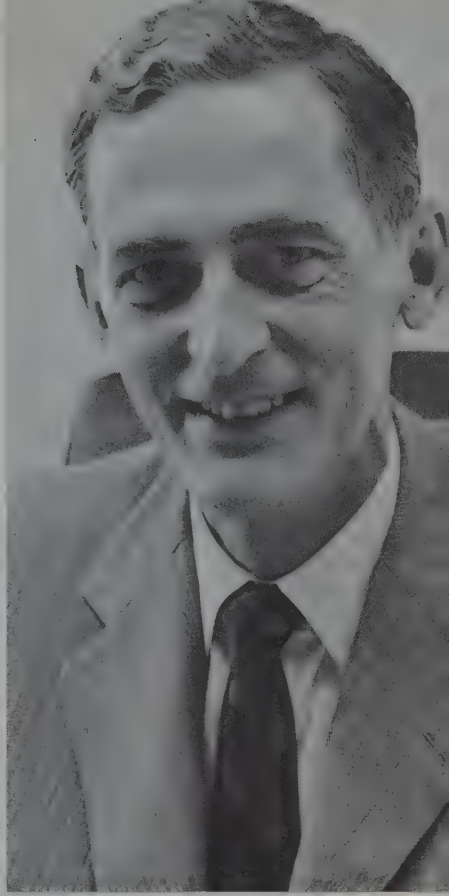
me senior management types uldn't be, thinks Dr. James V. Connell, Professor of Psychol- y and Research Psychologist at the Mental Health Research Institute, University of Michigan, and he illustrated his thesis with an industrial relations parable.

"One young man, fresh out of university, was given the awe-inspiring task of increasing production at a plant noted for its hard core, rather uncommunicative, assembly line workers.

When he called a meeting, the men expected the usual pep talk crap they had been turning a deaf ear to for some years, but they were surprised to hear him say: **'What can I do for you if you will get production up for me?'** The men were turning out 55 automobile differentials an hour, and after a short deliberation, the spokesman for the group said that they would increase their work to 70 units if they could be allowed a five minute break each hour as a reward, to have a cigarette. As this would increase production without costing anything, the young supervisor convinced his boss that they had nothing to lose by allowing the men the smoke break.

"The men were as good as their word. They got the units up to 70 an hour, all right, and wonder of wonders, discovered they had 35 minutes of each hour left to have a smoke," said McConnell. "So naturally the supervisor and the men had to go into another huddle and re-negotiate." This time the men promised to increase the units to 85 an hour and leave themselves 15 minutes for a smoke.

"Word trickled up to the divisional vice-president that the mill was humming with increased productivity, so naturally he came down for a look. I think you can tell by the fiendish smile on my face what time the v.p. chose to come down for his inspection. Right on! In the middle of the smoke break. And can you guess what he said? You're right. He said: 'Get those men up off their fat asses. We're paying them for a full day's work and they bloody better give us a full day's work.'



Robert E. Gibson

"The men went back to the old system, only this time they produced less than 55 units an hour. But they were working full time, and the divisional vice-president was happy. If you were a stockholder, would you be happy?" The moral of the story, McConnell continued, is that **90 per cent of American managers supervise activity; only 10 per cent are concerned with output.**

"About 30 years ago in Britain, a clinical psychologist named Isaac made the interesting discovery that more people were going into

Dr. James V. McConnell

mental hospitals than were going out. No one apparently had asked two very obvious questions about the treatment being given, but Isaac did. The questions were: 'Is it safe?' and 'Does it do what it's supposed to do?' He compiled a list of patients, specifying who got what kind of therapy and whether or not they got well. Of those having Freudian problems, 44 per cent recovered; of those having other problems, 64 per cent recovered; but of those receiving no psychotherapy of any kind, there was a recovery rate of 72 per cent."

In an experiment in a Los Angeles mental hospital over a two-year period, patients with comparable mental ills were divided into three groups. One group was under the care of the senior staff, the second group given over to the care of the clinical psychologists, and the third group to non-medical laymen masquerading as psychologists.

"It was no surprise to the clinical psychologists that they were better equipped than the senior staff, because their cure rate was higher," McConnell said. **"But the thing that drove both groups wild was the fact that the highest cure rate was demonstrated in the group of untrained psychiatric aides who were administering placebos (sugar pills)."** As a result of the survey, the hospital received a large government grant—not to continue with their research, but to rehabilitate the senior staff.

RECOVERY BY SHOCK

Another mental hospital in California was having labour problems so severe that it was forced to close its doors for a six-month period. Before it closed, however, the patients were all assembled and the Chief of Staff spoke to them, explaining that there was no recourse but to close the hospital and send them home. One mute schizophrenic who hadn't spoken or attempted to communicate with anyone for years paused a moment as he shuffled out the door, looked up at the Chief of Staff and said: "Gee, Doc, I hope you solve your labour problems." When the hospital reopened, not one of the original patients returned. All of them had made a satisfactory adjustment to life in the outside world.

A U.S. survey of all the patients in all U.S. mental hospitals, which was started in 1953, completed in 1954, and published in 1968, showed that, out of 10,000 patients, the cure rate was only 28 per cent. "You might well ask, 'Why has psychotherapy failed?' And the answer is that it has failed because it's all theory, and theories are invariably wrong," declared McConnell.

We all have a psychic dynam that must flow out, he explaine "If we have traumas, if we a wounded psychologically, th blocks the normal forms of energ and they come out abnormal. I what I call the 'flush toilet theory The psychotherapist is the plumber's friend. But knowing why you react as you do is not go ing to change anything. There not a damned thing you can d about the past."

There is a new theory now making the psychological scene, he said called the social learning theory "It's based on the assumption tha primarily all behaviour is learned and therefore changeable. Th reason that you are not sitting in a mental hospital at this moment i because you learned to be sane And therefore to change the att tude of the mentally ill you mu deal with rewards and punish ment."

People are mentally ill, he stated because someone has rewarded them for their perverse behaviou in the past, and they continue to be mentally ill because in some way they are being rewarded in the present. To illustrate thi point, he cited the case of a men tal patient who used to annoy th nurses by coming into their coffe room. They would speak crossly to her and push her bodily out of the room, but she kept coming back. The nurses sought help from the clinical psychologist, but were told that nothing could be done because the woman was mentally retarded.

One of the behavioural scientists however, who followed the theory that all behaviour is learned and can be unlearned, told the nurses to stop rewarding the woman by paying attention to her. He suggested that they pay attention to her only when she was out of the room. "It took one week only to change her. She never went into

nurses' room again as long as
continued to reward her by
ng attention to her in a nice
outside of their coffee room."

TIVATIONAL THERAPY

usiness tycoon who had
ed his way up the ladder, and
a self-made millionaire at 54,
ered a cerebral stroke to the
side of his body and was par-
ed on the right. He could hear,
he was not able to talk except
oud heart-rending moans that
disrupting not only to the
ital staff but to other patients.
des getting on everybody's
es, he fell asleep on an aver-
of 12 times during therapy
r.

staff consulted McConnell to
if anything could be done to at
t make the man more easy to
dle. "I was too busy to go, but
ld them I would send over one
my bright well-trained soph-
res who would have the man
ing in no time." The soph-
ore made a point of uncov-
g little pleasures that the man
enjoyed before his illness and
ld still enjoy. He discovered
t the man loved eating gum-
ps, so he started rewarding the
n for attempting to speak by
ing him the candy, then he
tched to ice cream, then to
fee, lemonade and finally to
yboy. "In four weeks he had
nged the moans into words,"
Connell stated.

**is new motivational therapy
d proved of revolutionary value
correcting the marital diffi-
lties of executives,** he explained.
hen a husband and wife visit
e experimental clinic, they are
ken together to confront each
her in front of the psychologist,
o listens very briefly to their
tical comments, then interrupts
em to say: "All right, I don't
ant to hear any more negative
k about either one of you. In-stead, Mrs. Smith, I want you to tell me all the good things that your husband does for you." There is usually a startled pause before the woman inevitably bursts out with the comment that "the s.o.b. hasn't done any good things that I can see." The psychologist then asks: "Has Mr. Smith stabbed you with a butcher knife this week?" and when she answers in the negative, he says: "Well, that's a good thing."

The following dialogue then takes place: Psychologist: Tell me the one important thing that your husband isn't doing now, but that you wish he would. Wife: He won't listen to me when I want to talk to him. He comes home, has a drink, reads the newspaper and goes to bed. Psychologist: And Mr. Smith, what are you not getting enough of from your wife? Husband: She's not affectionate. I must be married to the world's coldest woman.

"In other words," McConnell said, "she wants attention, he wants sex. And this pattern of marital discord is repeated over and over again." The solution was to draw up a contract for both to sign. "For each 12-minute period of listening, he earned one point. When he had 15 points he earned the right to buy what he used to get free. One man took six weeks to earn 15 points."

McConnell cited two other examples of the effectiveness of the motivational therapy. One company had been losing $1 million a year on back injuries sustained by their men who had the job of lifting heavy boxes. All of the men knew the proper and safe way to lift boxes. It was just that they were careless, and without thinking, they would slip into the old habit of doing it the wrong way. **"It was suggested that supervisors thank the men who were lifting properly instead of going around chewing out the ones who weren't. Using this positive approach, the company reduced back injuries by 80 per cent and saved itself $800,000 a year."**

And perhaps one of the most challenging cases occurred when a group of salesmen found them-

selves legally stuck with "the world's worst secretary," who was on probation for a six-month period and could not be fired because she was a member of a minority group twice over. She was absent 30 per cent of the time, late 35 minutes each day, gone from her desk 50 per cent of the time, missed taking down phone messages, and made an average of 14 mistakes a page on the corrected copy of her letters.

"Because she was so often absent on Monday morning, they had made the mistake of chewing her out on Tuesday, and then she would be missing on Wednesday," said McConnell. "Yet, at the end of the six months, they voted unanimously to keep her because she had changed from 'the world's worst' to the 'world's best' secretary."

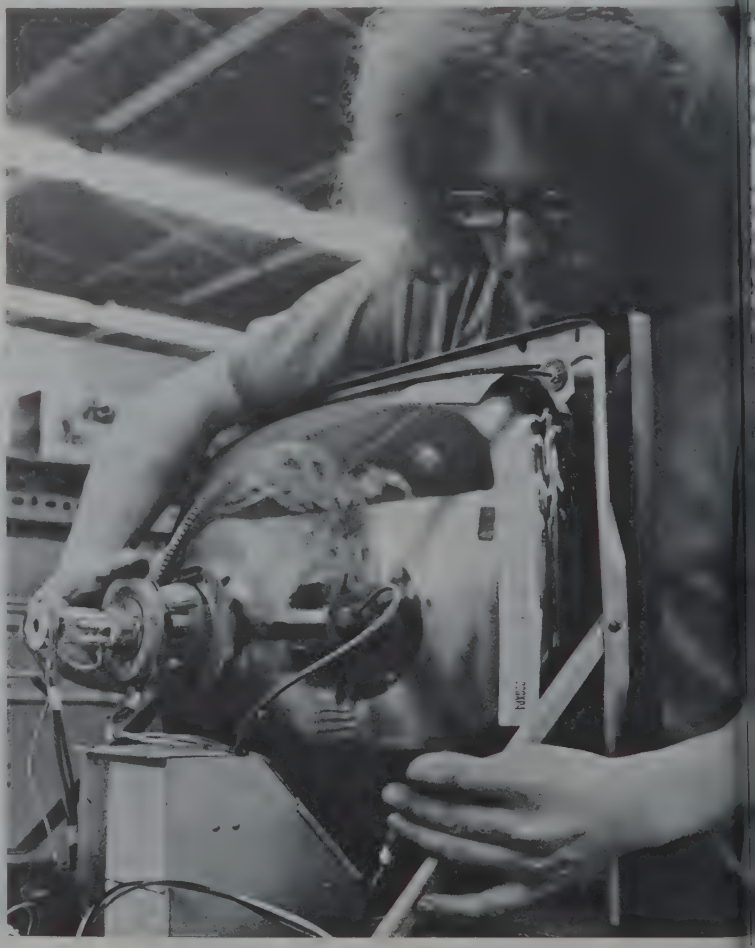
McConnell explained that it had taken almost superhuman control, but all the men co-operated on a "praise Jennie" campaign. When she didn't come in Monday, they praised her for coming in Tuesday, telling her how much they needed her, and within three weeks her attendance was perfect. If she made 13 mistakes in a letter instead of 14, they told her that her letters were improving, and in another three weeks her letters were also perfect. As they continued to lavish praise on her, she basked in their approval and turned herself inside out to please them.

The director of the company was aware of their difficulties but not of their efforts to correct them. Noting that the men were satisfied with Jenny's performance, he puffed out his chest and said: "Yes, the first two months were a disaster; but I called her in and told her to either shape up or ship out, and as you can see, gentlemen, you had no trouble at all with her after that!"

Human beings have four basic desires, and no one will ever have complete fulfillment in all of them, says Dr. Murray Banks, international lecturer and Adjunct Professor of Psychology at Northwood Institute, Midland, Michigan. These are: to be loved; to have a feeling of importance; to have variety; and to live forever. "One little old lady ate Carter's Little Liver Pills and lived to be 102," he quipped. "When she died, they had to beat her liver to death with a stick."

No matter what a human being does, there is a reason for doing it, he said. He cited the case of Mrs. Goldfarb who, on her deathbed, confessed to her husband Sam that she had not always been true to him. "I know," Sam said. "So why do you think I poisoned you?"

In a lecture generously sprinkled with similar anecdotes, Banks got across the message that mental illness is prevalent and that psychosis is on the increase. **"How many psychotics are there in Canada? More than all the graduates in all the universities in Canada."** Yet there is no difference between normal and abnormal behaviour, he said. It is only how much you do and when. "No one is ever born insane. You don't inherit it. The most you can inherit is a



y peculiar family." Practically
e person who goes insane
s to be, he said. One retreats
madness to get away from
thing one finds unbearable.

to in front of any school yard.
nt out 25 children. Out of
e 25, two will end up in a hos-
t for the insane, four will be
oundly neurotic, seven will be
ly neurotic, four will be
lly neurotic and eight will be
normal."

e is no such thing as a ner-
breakdown, he said. "Nerves
t break down. Unreasonable
whelming fear makes the
y react by creating a nervous
nach, weak heart and inertia.
you don't break down from
work; you break down from
worry."

nse of humour, and the ability
augh at oneself and the situ-
ns one finds oneself in when
going gets rough, will help
erve your sanity, he said. "It
the problem that gets you
n. It's your attitude to the
blem. Change your attitude
most of those weighty prob-
s will disappear; and the one
h you can't change will get a
k of a lot lighter."

E AND DEHUMANIZATION

re are "lots of dehumanized
ple in the world but very few
man beings," according to Dr.
hley Montagu, one of the
ld's leading anthropologists.
you are a human being," says
ntagu, "you must necessarily
a humane being. From the mo-
nt a child is conceived, he is
of love. And in his mother's
mb he has a comfortable warm

Dr. Murray Banks

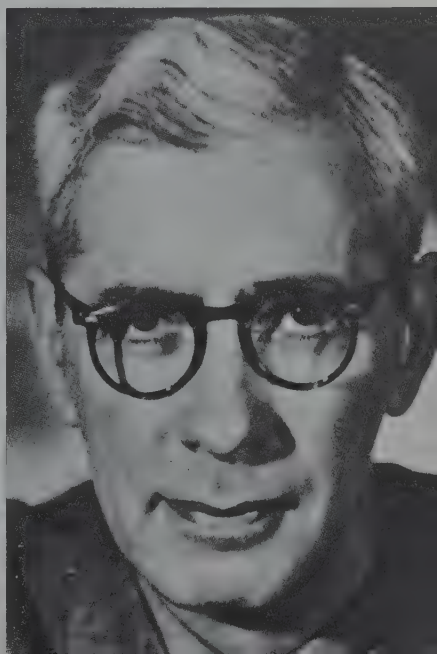
world where all his needs are satisfied. **If he does not continue to have love and tender concern in the first few minutes, days and weeks of his life, he will be forever emotionally crippled."**

The importance of love early in an infant's life was demonstrated clearly for the first time in a hospital in England in 1915. The hospital was experiencing an increasing number of deaths among illegitimate babies. Nurses were feeding the babies and putting them back in their cribs without fondling them. But there was one older woman who used to frequent a particular ward, cuddling the babies and making cooing noises. All the babies that old Hannah visited were well and thriving, and it did not take the staff long to recognize the link between the will to live and tender loving care.

"If you don't receive this love in the first weeks of life, you are lost as far as being a complete human being is concerned," Montagu said. Then he added: "That's why, for the rest of their lives, men who seem to be pursuing prestige and power are really seeking a womb with a view."

Montagu disagrees with managerial theories that try to compress workers into a set mold. "Individuals have different rates of growth and development and need unique attention," he said. "In this age of the fragmented, atomic, single-parent family, marriage has become an institution for the systematic production of mental illness in each of its members." Lacking the closeness of the marriages of earlier eras, when families were wise enough and near enough in proximity to include aunts, uncles, grandmothers and cousins, people today live in lonely isolation. "The cities are getting bigger and bigger, and architects are responding with what

Dr. Ashley Montagu



I call the hemorrhoidal style of architecture—one great pile after another."

Because love is the most important ingredient in the development of a humane being, and it is in such short supply, mental illness is increasing. "The clinical definition of insanity describes the mentally ill person as incapable of managing his own affairs in a responsible manner."

In his concluding remarks, Montagu turned to the biological difference between male and female. **He judges women to be not only biologically superior to men, but superior in all respects.** "They are superior beings because they know what really matters in life. They are conservationists rather than destroyers. They are capable of making the appropriate response. Women know how to love, and the highest form of intelligence is the ability to love."

Because the majority of people fall into the category of not having been loved enough, what can one do to become a complete person? "Act like one," Montagu said. "The only measure of what people believe is what they do, not what they say. Who knows? You may wake up some morning and discover that you are a whole person—a warm, loving human being."

(The foregoing article was written by Shirley Plowman, a former member of the Gazette staff, who is now Project Officer with the Department's Public Relations Branch.)

FEDERATIONS OF LABOUR ANNUAL CONVENTIONS

ONTARIO

"The province of Ontario has become a testing ground for a new form of anti-labour bacillus—the professional strikebreaker," according to an anti-strike breaking policy statement issued by the Ontario Federation of Labour at its 16th annual convention, held in Ottawa from November 6 to 8.

One of the delegates called it the "strikebreakers' convention." In spirit, at any rate, strikebreakers dominated the convention. It opened with a film on strikebreaking showing tactics used in the breaking of picket lines; and in evidence during the first day until the supply ran out, were copies of Marc Zwelling's book **Strikebreakers,** the report commissioned by the OFL and the Metropolitan Toronto Labour Council.

Throughout the two-and-a-half day meeting, the 1,400 delegates discussed aspects of strikebreaking, and, on the second day the convention found itself harbouring a strikebreaker. Delegates were discussing the use of professional strikebreakers when J. F. McMillan, Director of Organization for the Canadian Union of Public Employees, asked why a strikebreaker, who had been active against his union during the Ottawa garbage strike last year, was at the convention.

Holding up a picture in which a man appeared to be wrestling a picketer to the ground, McMillan pointed out the same man standing at the back of the room—a guard with a security company employed by the Ottawa Civic Center. The man later confirmed that, at the time of the Ottawa garbage strike, he had been hired

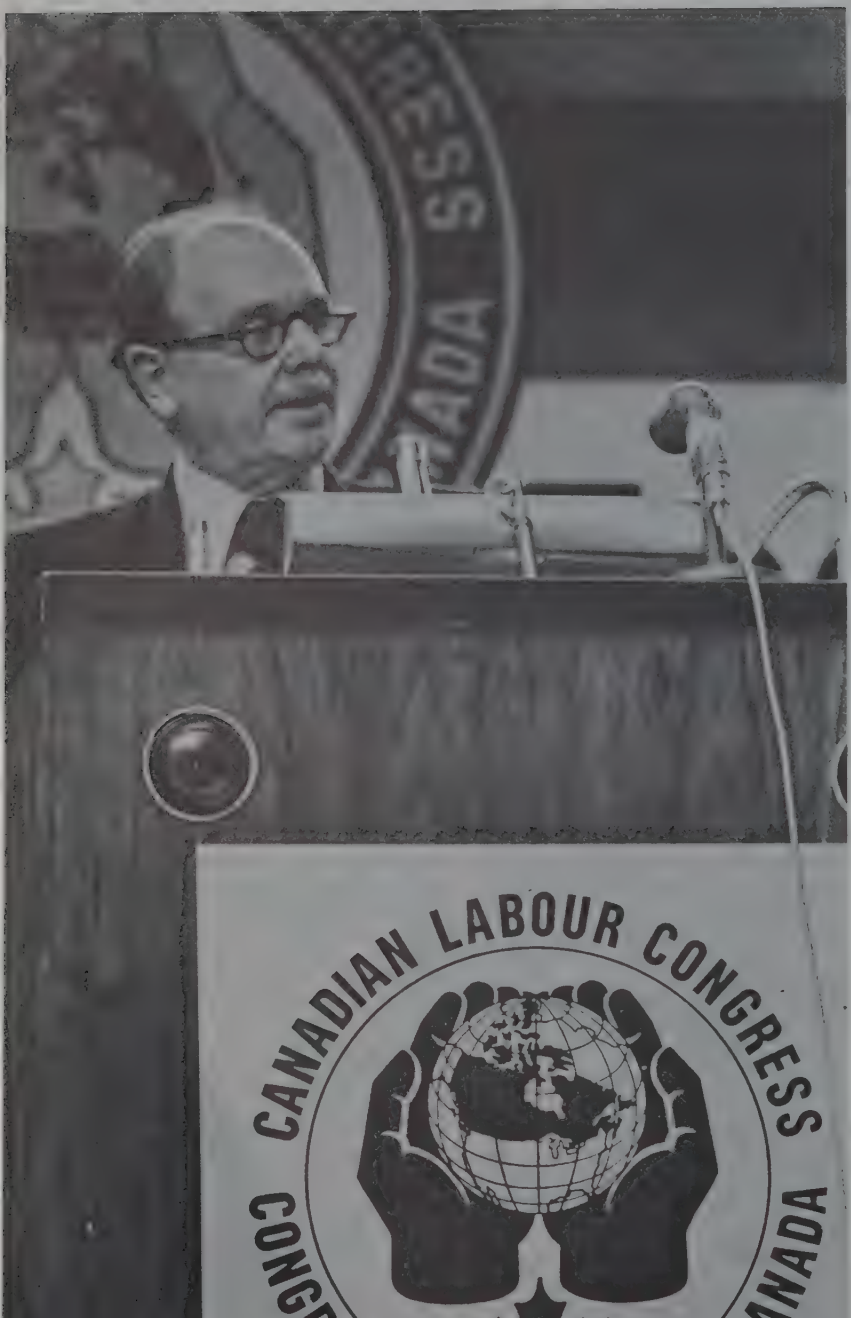
a private garbage company as a urity guard. **"Canada is the y country in the western world t does not have this (anti-strike aking legislation) protection its workers,"** according to OFL sident David Archer.

nald Montgomery, Toronto Di- tor of the United Steelworkers, lined some professionals' tac- . "The name of the game . . . is intimidate Portuguese, Italian l Greek union members." The kebreakers will lay charges with ice against picketers and then strikers who are not yet citi- ns that if they get a police ord in Canada they will be de- rted. **Montgomery proposed t a labour task force under the spices of the OFL be formed to ht strike-breaking agencies.**

Delegates adopted a policy statement calling for provincial legislation that would provide trade unions with **protection "against the violence and intimidation created by roving bands of industrial mercenaries** . . . who operate just on the borderline of the law . . . (and who) are **being used in ever increasing numbers by industry in an attempt to subvert the collective bargaining process."** In a press conference prior to the opening of the convention, OFL President Archer indicated that the major concerns of the convention, along with anti-strike-breaking, legislation would be unemployment, provincial labour standards legislation, and the shorter workweek. "What is being considered now is not a shorter week, but a compressed week in which the employee works the same number of hours in a shorter week," he warned.

A policy paper on labour relations and employment standards stated that with unemployment reaching unprecedented proportions and persisting, and with workers under union contracts working 40 hours or less, it is an anachronism and highly unjustifiable to have a 48-hour week in the legislation." It is high time this was reduced."

On labour relations and the adversary concept, the statement continued, "One of the main problems facing labour relations today is the preoccupation with the notion that conflict in labour-management relations can be eliminated. **In a democratic society, relations between opposing groups are based on the adversary system.** In such a society it is not possible to eliminate all conflict,



nor is it desirable . . . The remedie for our industrial ills lie in encou aging and assisting labour an management to develop **more e fective collective bargaining an disputes settlement procedure through voluntary agreement.**

THEY DON'T SHOOT AT A DEAD DUCK

"What we are seeing today in thi country is a reactionary 'backlash against social reforms, and w should accept our position a principle target of this campaig with some pride," Archer said i his opening speech. "After al they don't shoot at a dead duc Some people think that Ontario unemployment rate of 5.6 per ce is no cause for alarm . . . unem ployment is a serious problem i Ontario. Plant shutdowns hav not abated—they are no longe news," he warned.

Calling for a stepped-up orga izing drive among white-colla workers, professional groups an the "many collective bargainin agencies outside the CLC," Arche said that any organization tha agrees to abide by the constitutio of the Congress would be give favourable consideration when i applies for admission. "Conversel **we should do all in our power t frustrate the divisive tactics o those who would destroy the un ity of labour.** In the coming years particularly in our confrontation with multinational corporations we will need the utmost unity i we are to achieve for our member the economic and social gains t which they are entitled."

In calling for reforms in employ ment standards, Archer noted tha **"while the Government of On tario has continued to support re pressive legislation against unions it has been less than enthusiasti in applying employment stan dards against ghetto employers** This is where we need govern ment intervention," he declared.

ce two thirds of the workforce norganized," he said, "this leg- ion is of vital importance. in areas of union organiza- in the depressed industries as boot and shoe, textiles, certain service industries, imum legislation protects the petitiveness of certain em- yers and the standards of es and working conditions of employee."

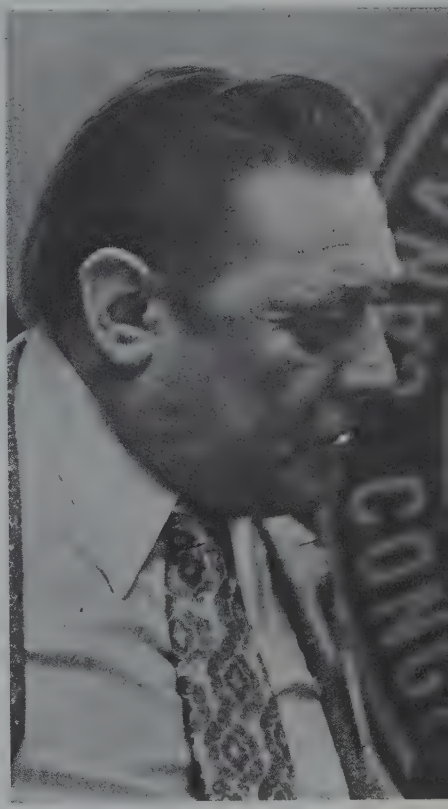
the Government, he added, is ng to enforce such regulations "a philosophy seems to be erging that holds, in the words one (government) official: 'We no longer to do your (the ons') work for you'." He said t examples of that attitude are denced in efforts to water wn notice-of-termination **legis- on that would permit an em- yer to negotiate privately with employee to avoid paying sev- nce as required by the regu- ons.** Companies can avoid the tice-of-termination regulations required by law if a strike or kout is in effect at the employ- s' place of employment "or else- here."

What good is legislation if there loopholes through which you n drive a horse and pair?" cher asked. Employers can now ade the law by laying off or ter- nating 49 workers instead of 50 e minimum number coming der the regulations), and the gislation would not apply to em. Now, he added, this latest oposal to amend the legislation ould all but wipe it out com- etely.

epressive measures such as pro- osals to water down legislation otecting workers from exploita- on and unsafe working condi- ons, coupled with a growing nti-union campaign in the vari- us media, said Archer, lend sup- port to the view that there is a strong reactionary backlash in Canada. He cited as an example "the most virulent anti-labour propaganda program we have seen in years ... the production 'Strike', broadcast in the early fall by the CBC."

LITERACY GAP

Later in the convention, delegates were to return to this theme when a resolution was passed that **called for the Ontario Department of Education to include in its approved list of textbooks only those that offer an objective treatment of the contribution that trade unions make to the development of society. The convention charged that the image of labour is being tarnished in order to make it easy to bring legislation that would hamstring labour's aims and curb union growth.** "Anti-labor TV programs, cleverly dishonest anti-strike polls conducted by newspapers, utterances by responsible government ministers that strikes are a barbarous weapon, statements by politicians on the hustings that strikes should be banned and compulsory arbitration be instituted are all part of the campaign." The convention also urged local labour councils to continue efforts to have boards of education "change social study courses to include a more balanced treatment" of labour. At the close of the first day's business, delegates approved a general statement concerning labour relations and working standards: **all workers should be given the right to strike as a final resort in labour disputes;** all who work should have the right to join unions; injunctions should be abolished and there should be no restrictions on picketing; employers should be made to give six-months notice in cases of mass layoffs, terminations of work and shutdowns. Also called for were more effective collective bargaining and disputes settlement procedures. In addition, resolutions were passed urging support for the New Democratic Party, assistance for Canadian book publishers, and equal pay for comparable work, regardless of the sex of the worker.



Jean Beaudry

Jean Beaudry, Executive Vice-President of the Canadian Labour Congress, speaking on the second day of the convention, lashed out at people outside the labour movement who have declared a "holy war" on international unions.

"I personally get a little sick and tired of the constant harping by these ivory tower philosophers who have wrapped themselves in

the Canadian flag and declared a holy war on North American unions. **In the Canadian Labour Congress, there is no distinction made between national and North American unions. The key is, do they do a job for their membership?** Do they serve the common good of organized labour? Do they possess enough economic strength to deal with multinational corporations?

"These are the questions to be answered by the membership of the unions themselves, not by a committee of conservative or liberal businessmen who have formed themselves into some kind of star chamber that has suddenly decided to take upon itself the task of saving Canadian unionists from themselves.

"The labour movement in Canada is composed of Canadians working for the betterment of all our people and we will decide what kind of structure we want without the advice of some flag-draped nationalist or some fuzzy-eared professors or party hacks." Speaking of rumoured legislation in the field of wage and price control, Beaudy warned that such controls in the U.S. resulted in soaring profits, rising prices, taxes, housing costs and rent. "Wage and price controls represent a threat to wage and salary earners everywhere, because wages are then systematically and energetically controlled, and prices, interest and profits go loosely, ineffectively and quietly unrestrained."

He urged trade unionists to maintain the Canadian unemployment insurance plan which, he said, is "superior to any in the world;" and he warned delegates not to fall into the trap of believing the media and politicians who suggest that unemployed people are "no-good cheaters and freeloaders continually at the trough of taxpayers' dollars."

These accusations may result in tightening of the unemployme insurance system, resulting in fu ther harassment and possible tem porary loss of benefits to bon fide claimants, he observed. "will be another case of the inno cent majority suffering because minority managed to abuse th system."

The federation pledged its suppo to the New Democratic Party an condemned the "corporate rip off". It also denounced special ta and grant concessions to corpora tions and the lack of a full tax o capital gains. Some of the dele gates were offended by a phras saying that the Federation's fight i not with the corporations." Unio leaders bowed to their wishes b deleting the sentence.

The statement on unemployment taxation and corporate "ripoffs said that taxation loopholes an privileges given to companie should be cancelled, capital gain

d fully, and personal income educed.

last day of the conference saw delegates supporting a call to ott the new postal code as as the pay and automation is- remain unsettled; hotly de- ng and passing **a resolution in n autonomy that requires the to "continue to promote and licize these minimum stan- ds, which include the election anadian officers by Canadians authority to speak for the on in Canada,** and the holding anadian policy conferences." egates voted also to have the continue its efforts to have Hospital Labour Disputes Ar- ation Act repealed so that hos- l employees could have the t to "free collective bargain- "

CTIONS

two top officers of the Feder- on, President Archer and Secre- -Treasurer Terry Meagher were elected, and the full administra- slate of 14 candidates for vice- sident was elected.

ANITOBA

our has endorsed Manitoba's w labour code. At the 18th an- al meeting of the Manitoba Fed- tion of Labour, the resolution s passed that, "Whereas er many years, the Manitoba vernment implemented a pro- ssive new Labour Relations Act, first in Canada, in many in- nces, be it resolved that the anitoba Federation of Labour mmend the Schreyer Govern- nt for the implementation of e Act." The resolution was ssed by the 312 voting delegates ending the three-day conven- n.

esolution calling on the provin- l Government to pressure the federal Government for the development of Churchill as a port "to a greater extent than is being done at present," was brought on the convention floor and referred back to the resolutions committee for "more definite" wording. It was noted by one speaker **that technological advances would make it possible for Churchill to service sea-going ships for between 130 and 150 days of the year**—far longer than is at present possible.

A report on a recent convention of The Hudson Bay Route Association, by Bill Hanna, an MFL delegate, stated that the 10-year delay in dredging activity at Churchill by the National Harbours Board is causing the Association anxiety. The Association contends that a dangerous situation exists which, if allowed to continue, could lead to a major marine disaster. At the present time, vessels up to 45,000 tons are being handled in channels recommended only for vessels of 2,000 to 4,000 tons. "Should an accident happen, federal authorities who have procrastinated and delayed this work will be held responsible in the minds of many western people," the Association claims.

Other resolutions that were examined called for: a minimum old age pension in Manitoba of $200 per month; a minimum wage of $2.50 per hour; **provisions of up-to-date industrial relations material of all libraries;** a campaign to affiliate non-member unions to the Federation; and a regulation that no worker be forced to work out of sight of fellow workers on a dangerous job.

Manitoba Federation President H. L. Stevens, in his address to the assembly, struck out against labour's opponents. "Business organizations and corporation executive bodies have been quick to join hands with the academic, ivory-tower nationalists to condemn our structure and the people who are in it.

"These groups have falsely sensed a hesitancy of purpose on our part, and have stepped up their attacks on the collective bargaining process and the right of the worker to withhold his labour. **It is being suggested in some quarters that the right of a working person to withhold his or her labour is somewhat out of place in 20th century Canada,** but that the right of a company to hire strike-breaking goons is considered fair and just."

"The CBC has also joined the pack with their television program, 'Strike'," Stevens continued. "A more unrealistic portrayal of the true role of labour in our society has, in my opinion, never been seen. The program should have been listed in the TV guide as a comedy, if it were not for the tragic fact that two million members of the organized labour movement in Canada helped pay for it.

"Concerning the question of the right to strike, and the right to bargain collectively with the employer, make no mistake that **the strike remains the most important source of union power,** and that, without this legal right, unions would become helpless in the collective bargaining process. I could go even further and say that, without the right of the workforce to withhold their labour, collective bargaining would cease to exist altogether. Those voices who are arguing for the settlement of an industrial dispute with compulsory

arbitration are blindly advocating the castration of the collective bargaining process."

On the state of the economy, Stevens declared that **the campaign to have big labour made the scapegoat for inflation had long been a policy of the federal Government.** "The farce of the now defunct Prices and Incomes Commission with its incredible chairman now gone back to his academic ivory tower proved to be only a futile waste of the taxpayers' money."

Stevens observed also that **the shifting of the tax load onto the lower- and middle-income classes,** while at the same time creating tax bonanzas for big business institutions in Canada, was an indication to working people of the priorities of the Trudeau Government.

"Organized labour has long advocated a complete overhaul of the tax system in line with the Carter Report, using the principle that 'a buck is a buck', and that executive loopholes should be a thing of the past," he said.

"And finally, there is a definite need for a new approach to problems of concern to Canadians that will bring about new employment, improved social security, a fair sharing of taxation, plus Canadian control of our economy and improved labour legislation."

Manitoba Premier Ed Schreyer told the convention that the resolutions adopted at the annual meeting would "weigh heavily in influencing the course of action to be followed by the Government of the province." **He cited resolutions from other annual labour conventions that have become laws:** pay at two and one half times the regular rate of pay for time worked on a general holiday; provision for maternity leave of up to 17 weeks with job protection; extended termination notice where large numbers of employees are involved; a general minimum wage increase of 40 per cent in the past three years; extended coverage under workmen's compensation, widows' allowances, and children's allowances; and upgraded disability pensions for accidents that occurred before 1969.

Continued Schreyer: "These changes are based on our belief, which we share with you, that **free collective bargaining is superior to any other means yet available to labour and management in determining usually acceptable terms and conditions of employment.** There may be some here who somehow, some way, would have expected the Government to have done even more, and there may be others who really didn't think we could proceed as far as we have. Whatever the case, I believe the view is widely shared and appreciated that this Government has done more in the field of labour law and legislation than any other government in the history of this province."

Joe Morris, Executive Vice-President of the Canadian Labour Congress, took the opportunity afforded by the annual meeting to outline some of the policies approved by delegates to the CLC convention last May. The campaign to organize white-collar workers in Canada is progessing well, he said, and four white-collar workers are being trained as organizers for that sector.

Noting that some employers have sought advice from consultants on how to keep unions out of their companies, Morris said, "I think I can give the employers some good advice, and I won't charge the for it. I'll just tell them: Gent men, save your money, becau we are coming to organize and will succeed, and there is no w that you can stop us."

He also struck out against the ec nomic policies of the Liberal Gc ernment. "When the CLC pi pared its annual memorandum the Government earlier this ye we challenged the Prime Minis and his entire Cabinet to just his government's economic no policy that is causing so mu hardship and suffering among o people.

"We told him that his attempts explain away the high rate unemployment with son mumbo jumbo about particip tion rates lacked any credibility polite way of saying that we did think he was telling the tru There was no reply from the Gc ernment at that time just as the was no mention of unemplo ment and the rocketing cost of l ing in his opening statemer when he kicked off the prese election campaign. **To this Go ernment, unemployment has b come a non-issue.**

"Government's surprise at th growth of our workforce is, in n opinion, somewhat more than di honest. The fiscal policies of th Liberal Government have co demned thousands of workir people in Canada to the ranks the unemployed and to welfar and are the end result of a gover ment policy of intentionally crea ing unemployment to combat i flation. Unemployment is th problem of the working peop more than any other segment society, and it is for that reasc that we told the Prime Minist that **1971 was a year of disaster Canada as far as unemployme was concerned.**

"We must demand the rejectic of unemployment as an instr ment of national policy, once ar

all. We must seek a rejection of situation that we find ourves in today, when the worker l his job are being openly barred for in the name of progress."

orris concluded his address by ing: "The time has now come us to reach out as never before, d reaffirm what we have long own—that labour in Canada has ways been the repository of proessive thought and action. We ust, as unionists, place more emasis on developing public unrstanding of the collective barining process, and its place in r democratic society."

RITISH COLUMBIA

What we want for ourselves, we ant for all." This was the theme the 17th annual convention of e British Columbia Federation of bour that saw a record 600 deleates, representing 175,000 trade nionists, gather in Vancouver om November 6 to 10, to discuss oblems confronting the B.C. labour movement.

ajor issues were the recent elecon of a New Democratic Party rovincial Government, the equest for extension of Canadian abour Congress affiliation to the nited Fishermen and Allied Vorkers' Union, dissatisfaction ith Canada's high unemployent rate, and the problem of reakaway unions.

h addition to examining the 200 esolutions submitted to the conention for study, and hearing reorts from 10 committees set up o investigate specific areas, delegates heard addresses from speakers including Federation President George Johnson, B.C. Premier

Dave Barrett, provincial Labour Minister Bill King, and Canadian Labour Congress Secretary-Treasurer Bill Dodge.

UPHEAVAL

"I think it is obvious," said Johnson, "that the political events of the past two or three months have created an upheaval in many of the major concerns of our last convention, and, like many labour conventions held in the past few weeks, this convention could find itself almost operating in a vacuum. I did say 'almost', for it would be a sorry day if the vigour of the debate of a convention of the most militant and reflective federation of labour in Canada was lessened by any complacency."

Johnson commended the new NDP Government for calling the special session and passing "people" legislation dealing with increased pensions, substantial increases in the minimum wage, and the changes made to administrative philosophy in the area of social legislation. **He gave full commendation for the alacrity with which the Government had wiped out the much criticized Mediation Commission Act** with its compulsory arbitration and denial of the right to strike.

While on the subject of elections, Johnson attributed the "Trudeau come-uppance" to the federal Government's failure to find a solution to the growing problem of unemployment. He quoted one

section of the executive report of last year: "Under the guise of a 'war on inflation' the Trudeau Government pursued policies that deliberately created the unemployment crisis."

"Penitent Pierre has decided to carry on," he said, "but his blundering days are hopefully at an end, as the balance of power of the NDP will be fully exercised by David Lewis to ensure that unemployment and the interests of the working class are given long overdue priority and attention."

While taking comfort from its political progress, the Federation must not relax its efforts as a trade union movement, Johnson warned. At a time when full resources should be directed at fighting the employer and organizing the unorganized, unions are dissipating their strength in battling with one another over jurisdictional disputes. This fragmentation in the form of breakaway unionism is cloaked, often hypocritically, in the flag, according to Johnson.

"There is a need for greater Canadian autonomy in many international unions and we must accelerate the fight toward that goal," he said. "The answer, however, is not to be found by the breakaway method, but by remaining within the house of labour and fighting for the full and meaningful Canadian autonomy that we all endorse."

MYTH OF MATERIALISM

Premier Barrett opened his address with the question: "Has it really happened?" Continuing, he noted, "It hasn't been easy, but the things that brought us together politically are far greater than the things that divided us in the past."

Though not expecting everything to be rosy in terms of the responsibilities and tasks that lie ahead, Barrett said he believed that there

enough ability, sincerity and mitment from the trade union vement of B.C., despite internal abbles, to provide a sound is of assistance and direction all the people of the province.

e have been in office now a e over two months," he said, d we have done things in two nths that people told us when were in opposition, could not done at all. In nine days in Vic- ia we have eliminated one of major problems facing the de union movement and indus- in this province—the Mediation mmission."

rett saw the greatest challenge nfronting the new Government be **the setting of achievement ndards and goals that would as- t people to lift themselves ove the pursuit of material ods.** He saw the myth of mea- ring a man's productivity by his terial possessions as one of the st damaging beliefs in North nerican society—and he added at working people, too, have en sold this myth.

want to see us move into an a of quality of life as well as antity," he said, "and that eans sharing and understanding d co-operation. If anybody in rth America understands those ings, it is the trade unionist."

inting out that many union embers still doubt the impor- nce of participation in politics, still subscribe to the Gompers eory of reward your friends and unish your enemies, Barrett la- elled both views wrong. Demo- acy, he declared, demands indi- dual participation in the ectoral process. **He urged the ederation to be critical of the DP as a government and to me forward with ideas, press for ange, and insist on participa- on**—but not to lie down and hink that heaven has arrived simply because the NDP got elected, because that isn't the way it is going to work."

Barrett predicted that there would be times when the Government and the Federation would have opposing opinions and clashing viewpoints. "Still," he urged, "remember that in the valley we had a common ground, and now that we're on the mountain top, don't forget that common ground. We are big enough, sensible enough, and mature enough to criticize each other—you the party and we the trade union movement—but don't let anybody get the idea that we have lost common cause, because we haven't. Our common cause is a more decent life for people."

NEW MOOD ABROAD

Labour Minister King commented that only a few years had passed since he attended the Federation convention as a delegate. Remarking on the large number of new delegates to the convention, he expressed his pleasure at seeing the labour movement growing both in numbers and ideas.

One of his criticisms of labour, he said, was its past failure to do an adequate job of organizing the unorganized, with the result that only 42 per cent of the B.C. labour force is represented by unions. Rather than exact an initiation fee from the new member, unions would do better to make study material and an educational representative available to him, King suggested.

One aspect of the Minister's message to the convention came through clear and concise—that among the problems facing B.C. labour, a hostile political climate was not one of them. He urged labour to concentrate its resources and talents toward organizing, and toward minimizing strike action as a tool of collective bargaining. Although acknowledging the right of trade unionists to withhold their labour as a last resort, King said he spoke for all British Columbians in decrying the frequency with which strike action is used in the province.

A new mood, obvious among major management groups, labour, and the public, seems to be abroad in British Columbia, he observed. He termed it **"a great and burning desire for industrial peace"** which, with good will, consultation and co-operation, could be attained.

Finally, he cautioned delegates not to destroy the unique opportunity for union growth and industrial peace through internal warfare. "I have no desire to see the industrial warfare of yesterday replaced by inter-union warfare tomorrow," he said. "You are experienced negotiators, mediators and conciliators. Please apply these skills within your own ranks and establish harmony and unity within the labour movement."

AFFILIATION FOR THE UFAWU

On the day before he was to give his address, CLC Secretary-Treasurer Dodge, was present when discussion was in progress on a resolution calling on the Congress to "do everything within its power to bring into membership all bona fide trade unions in Canada who are prepared to accept the aims, objectives, constitution and principles of the Canadian Labour Congress." At that time, Dodge was criticized for not making a statement as to why the United Fishermen and Allied Workers'

Union had not been granted CLC affiliation, despite several supporting petitions from the B.C. Federation.

While giving his address, Dodge was heckled by several of the delegates on the convention floor. "I didn't come here to speak of the Fishermen," said Dodge, "but I say sincerely that **there is a reasonably good chance that what you ask—affiliation of the UFAWU with the CLC—will happen.**"

Urging delegates to remember that the first attempts by the UFAWU to gain CLC recognition had been rebuffed by the B.C. Federation itself, Dodge added that the CLC must be the body to lay down terms of affiliation, not the union that wishes to join. He pointed out that, in the case of the Seafarers' International Union application, an investigation was conducted for two years and eight demands were made on the SIU by the CLC before affiliation was granted. Even then, Dodge noted, the union was placed under surveillance for a probationary period.

"It has been the policy of the CLC to stop the proliferation of unions with overlapping jurisdictions," Dodge said, "and the policy of the constitutional committee not to multiply the number of unions was adopted by three successive conventions." The United Mine Workers were finally accepted because no other union had filled that jurisdiction.

Dodge asked delegates if they wanted the Pulp and Paper Workers of Canada, the Centrale des syndicats democratique, and the Christian Labour Association of Canada to be granted CLC membership on the basis of the "open-door" policy they called for in the case of the UFAWU. "How many of you," he asked, "would like to see that?

"Someone asked me if we are objecting to Homer Stevens and the UFAWU because they are Communists," said Dodge in reply to hecklers. "From what I can see, a couple more Communists in this outfit (the Federation) isn't going to matter very much."

He then turned to the original text that he had prepared for the convention. Stating that the problems faced by the present convention were identical to those it had debated when he addressed the Federation last year, he remarked that the unemployment picture, especially in B.C., had considerably darkened.

Jobs could have been created if the federal Government had taken the CLC's advice and increased purchasing power by reducing income taxes on low incomes and greatly increasing old age pensions. This would have stimulated consumer demand, increased production, and encouraged enlargement of productive capacity. Jobs would have been created both in the short run and the long run, Dodge claimed; but the Government rejected this approach, and was in its turn repudiated by voters in the recent election.

Turning to pollution and the environment, Dodge expressed fear that B.C. would be mutilated, perhaps destroyed, by the "insensitive hungering for power and profits as a result of the plans now being made for the exploitation of oil resources in the North." Expressing CLC support for Federation demands to protect the B.C. coastline, Dodge singled out the proposal for a 100-mile pollution control zone along the coast as being particularly valuable. "If it makes sense to establish a pollution control zone in the Canadian Arctic, it makes even more sense to establish a similar zone along the Pacific Coast," he said.

Referring to the proposed labour code bill that died with the last Parliament, Dodge observed that **"some of the landmark legislation in the field of technological change has been lost momentarily."** He added that the proposed labour code would have been a considerable advance over the previous legislation, and its restoration to the order paper would be a condition of co-operation in the new Parliament.

"The most troubling matter of all is the evident disunity among union members in Canada, and particularly here in B.C.," Dodge noted, adding that growing numbers of members in affiliated unions are deserting for what they believe to be greener fields elsewhere. He said it was unfortunate, but there are numerous imperfections within unions, and members looking for an excuse to quit are sure of finding one.

Dodge attributed much of the trouble to unions not having been perceptive enough to see that the changes in industry and the attitudes of society require much more flexibility of structure and objectives. It is not that the unions have been undemocratic, he said, but that they have been unresponsive to the needs of members. "Trade unions are in love with their constitutions. None of us has been willing to face up to the possibility that the **traditional structures and methods may be totally outmoded, and incapable of meeting the problems of modern industrial society."**

Dodge spoke also against irresponsible use of the right to strike by union members. He postulated that the tendency to see strike action as the answer to all collective bargaining problems may be at the root of some of labour's present problems. It was certainly, Dodge said, a principal cause of the "shocking state of our public image."

hough not questioning the nec-ity of the right to strike, Dodge ried its careless use. He hinted, , that many union defections t have been attributed to a de- for Canadian unionism may e from other dissatisfactions. there's anything in the theory Canadian nationalism in ons, will someone please ex- in why hospital workers have ken away from CUPE here in ..? Or why, when the CNTU gration, having lost more than 60,000 members in the past three months?"

Dodge attributed the actual reason for member dissatisfaction to their needs being ignored. If they receive service, understanding and the rights of self-determination and participation, he said, they don't care whether their union is large or small, national or international, craft or industrial. "If the union does its job," he concluded, "the members will be steadfast and loyal."

Villiam King

as conducting massive raids med at international unions in uébec, it was my union, the Ca-adian Brotherhood of Railway, ransport and General Workers, as anadian as pea soup, that sus-ained greater membership losses han all the international unions ut together? Or why it is the only ignificant purely Canadian cen-al labour body, the CNTU, that is xperiencing almost total disinte-

Other speakers to address convention delegates included Gordon Snyder, Saskatchewan Minister of Labour, and Tommy Douglas, former national leader of the New Democratic Party.

By far the largest number of resolutions submitted came under the jurisdiction of the Legislative Committee of the Federation. Three legislative resolutions in particular stood out in importance. A resolution supporting the 8-point program of the NDP Government was passed. This program includes an end to compulsory government intervention in labour disputes, replacing of the Mediation Commission with individual mediators, permission for all employees to use collective bargaining, and establishment of the Government as a model employer.

Another called for prompt dealing by the Government with applications for certification, as well as **recommending that company-dominated associations "such as the Christian Labour Association of Canada are not certified and not recognized as trade unions."** The right to bargain on technological change, curtailment of the use of injunctions, and better arbitration procedures were demanded in resolutions presented at the convention. Implementation of the $2.50 minimum wage by the NDP Government was commended by the delegates.

Another resolution concerning wage and price controls, was sent back for strengthening so that it stated firmly the **opposition of the Federation to wage wage and con-controls.** And a long discussion ensued before approval was given to a resolution urging the federal Government "not to bring in any change to the Canada Labour Code that would eliminate payment of overtime for work in excess of 8 hours."

Two resolutions in the field of old age pensions and unemployment insurance were passed. One called for raising of the old age

pension to $150 per month and inclusion of an adequate cost of living clause. The other resolution directed the Federation to continue "to make representation to the CLC concerning exemption amendments to the UIC Act" so that claimants could be allowed legal counsel for interviews; to delete from the UIC Act references to earned holiday entitlements; and to ensure that rightful claims to unemployment insurance not be denied to persons deprived of earnings because of a labour dispute in which they took no part.

A major issue at this year's convention, and one that appeared throughout the week, concerned the application of the United Fishermen and Allied Workers' Union to join the CLC. **Resolutions urging the CLC to extend affiliation to the UFAWU were again endorsed.** A call for the UFAWU to be seated at the Federation's convention in defiance of the CLC and the constitution of the Federation was deferred, however, in favour of a policy statement that outlined Federation support for the UFAWU. It noted: "Should any obstacles arise further delaying the admission of the UFAWU, the officers will call together the Executive Council of the Federation to consider all possible courses of action to carry out the wishes of this convention."

Several resolutions aimed at the federal Government were put through by convention delegates. **The right of postal workers to negotiate "all aspects of automation, classification and job security at the bargaining table" was supported.** A call for the federal Government to "so revise our immigration policy that all immigration cease until our own people are employed" was defeated on the floor. Encouragement of the development of secondary industry, to be controlled by Canadians, was also spoken for.

The Pollution and Environmental Protection Committee Report called for closure of the Cherry Point refinery by the U.S. Government. Also propsed was a plan that would move U.S. refineries handling Alaskan oil further south and set up a 100-mile pollution control zone around the West Coast of Canada, in addition to similar protection afforded the Arctic Ocean shoreline.

Construction of secondary sewage treatment plants was demanded in lieu of the primary plants currently being planned by the Government, as well as investigation into the possible use of recycled solid wastes to establish secondary industries. Delegates called also for legislation to make the B.C. Hydro Authority and the B.C. Railway "more responsible corporate citizens," and a review of the Pollution Control Act.

In other resolutions, the Federation endorsed a three-part plan calling for rapid transit systems in all centres of B.C., increased service by bus agencies to enable replacement of cars by buses, and acceptance of the concept that public transit should be subsidized from general revenue. **Coverage of all medical and paramedical expenses, including dental care, prescription drugs, ambulance service, hearing aids, artificial limbs, and eyeglasses was also demanded.**

An important breakthrough came on the fourth day of the convention when **John Fryer, General Secretary of the British Columbia Government Employees' Union, announced that the executive of his union had voted unanimously for renewal of affiliation with the Federation.** The BCGEU had been forced to pull out of the Federation in 1960 when the provincial Government disallowed payroll checkoff of union dues.

George Johnson

ELECTIONS

All of the major officers of the Federation seeking re-election were returned to office. They are: George Johnson, President; Jock McKenzie, First Vice-President; Len Guy, Second Vice-President; Don Dunphy, Third Vice-President; Jim Kinnaird, Fourth Vice-President; and Ray Haynes, Secretary-Treasurer. Bill Stewart defeated Ron Bone in the election to fill the vacancy left in the office of Fifth Vice-President.

In the Executive Council elections, new members Mike Parr, Don Garcia, Mike Kramer, John Squire, Murray Drew, Lena Kress and Bill Hickey joined incumbents Monty Alton, Bill Clark, Jacquie Horkey, George Kowbel, John Schibli and Jim Smith for the new term.

ROBLEMS OF ADMINISTRATION N THE PUBLIC SERVICE

pulation growth, urbanization, d the growing complexity of the anadian economy are among the oblems demanding more owledgeable and capable man- ement on the part of public ad- inistrators. The 24th annual con- rence of The Institute of Public dministration of Canada pro- ded delegates with an opportu- ty to examine some of the major pediments facing administra- rs, and to consider solutions.

leeting at Fredericton, New runswick, in September, dele- ates heard Chancellor Dr. John J. eutsch of Queen's University eak on governments and their advisors, and Douglas Wright, Ontario Deputy Provincial Secretary for Social Development, outline the financing of higher education in Canada. Of immediate value to persons connected with industrial relations were addresses by Dr. John Crispo on collective bargaining, and Dr. Kathleen Archibald on the status of women in the Public Service.

Crispo is Dean of Management Studies at the University of Toronto, and Archibald is Associate Professor with the Department of Health Services at the University of Seattle in Washington.

A NEED FOR CLARIFICATION

Crispo maintains that there is a need to clarify the differences that prevail in collective bargaining methods at the federal, provincial and municipal levels of government. These variations are best illustrated in terms of the extent to which public service employees have been afforded the right to strike, for many students of industrial relations believe that true collective bargaining cannot exist without the right to strike.

This enlightened viewpoint is best exemplified by the Saskatchewan Government which, for over a quarter of a century, has granted its employees the legal right to strike, without restriction, in the event of a contract impasse. Less than a decade ago, Quebec adopted a similar approach, but has temporarily rescinded it as a result of the recent confrontation with a common front of virtually

all its employees, which quickly took on the overtones of a political rather than an economic dispute. Both the federal and New Brunswick Governments provide for certified bargaining agents for their employees, along with the option of choosing, in the final analysis, between arbitration and the strike route as a means of resolving disputes.

At the opposite end of the spectrum, a diminishing number of provinces, led by British Columbia, afford their employees neither the right to strike nor arbitration.

As for the scope of bargaining in the Public Service it is questionable whether any issue should be precluded by law from bargaining, according to Crispo. There are no such restrictions at the municipal level, because the governing statutes are normally the same as those for the rest of industry. Quite the contrary situation is encountered at the senior levels of government. In the first place, the "merit principle" is not subject to negotiation, despite evidence that unions have done as much as public service regulations to curb political patronage. Beyond the merit exclusion, a variety of other restrictions apply in most jurisdictions. Most commonly excluded from bargaining are such issues as job classifications and pensions.

The role played by elected representatives in bargaining is crucially important, especially at the municipal level. **More often than not, municipal politicians cannot resist union overtures to become involved.** In the absence of anything resembling cabinet solidarity or majority government, this tendency can lead to all sorts of problems, ranging from lack of continuity, through breaches of confidentiality, to pandering for the local labour vote.

Dr. John Crispo

Hopefully, says Crispo, these problems, too, could be alleviated—if not overcome—by the formation and use of municipal labour relations bureaus or qualified and strong-willed consultants. Even then, however, enterprising unions will doubtless find ways of involving politicians in the bargaining procedures, despite the harm this can do to the cause they are supposed to be serving. Municipal politicians could learn a lot from their senior provincial and federal counterparts, who seldom enter into negotiations on behalf of their governments, leaving them instead to experienced industrial relations personnel.

"Another problem that plagues all governments when bargaining with their employees, stems from their reluctance to take a strike or lockout," Crispo claims. In view of the inconvenience, and even hardship, that can result from work stoppages in the public service, it is obviously ludicrous and untenable for government negotiators to have to bargain with one or more hands tied behind their backs. Of late, all levels of government have shown that they can take strikes without the devastating consequences that some have alleged would flow from such events. Governments seem to have been loath, however, to attempt to operate with replacements during a strike or to lock out other, and particularly 'allied', employees in retaliation, where appropriate."

Perhaps out of fear of violence more than anything else, governments normally seem to take strikes without fighting back. Yet, just as strikes are an integral and vital part of the collective bargaining process, so is the right to attempt to operate in the face of a strike, or even to lock out. Certainly, these are accepted practices in private industry, as they should be in the public sector if society is to use the same collective bargaining format in both parts of the economy.

ke the management side of ective bargaining relationships he public service, unions in- ed are not subject to many que problems, except where y are denied the right to strike are saddled with either arbi- on or consultation. Among the blems that the unions com- in of are delays at every stage in bargaining process, the ab- ce of definitive management kesmen at the negotiating e, and the limited scope of aining, to which reference has ady been made.

pite the beguiling and decep- appeal of compulsory arbi- ion in public service disputes, ernments and politicians in ny instances have recently ed away from this alternative, n in the face of the persistent ssures that have been brought ear upon them.

one who is both a cynic and a ptic with regard to politicians," spo continued, "this commen- le restraint appears something a mystery. In part it may be fear a labour backlash, although this dly seems likely, given the lim- d signs of an effective labour e in most parts of the country. may also be caused by a feeling t the right to strike in many nches of the Public Service has en granted so recently that it uld not be revoked until given etter chance to demonstrate its bility as a dispute-settling tech- que.

n a more Machiavellian plane, spo went on, the explanation uld be that the politicians are waiting for the public to become so 'fed up' with work stoppages that they can gain far more than they lose, in terms of electoral support, by curbing such stoppages. Finally, it may well be that politicians realize why standing compulsory arbitration is not the desirable and feasible alternative it is so often and misleadingly held out to be."

An even more telling drawback of compulsory arbitration, Crispo insists, is its effect on the collective bargaining process. It stands to reason that unless the parties are in a clear-cut, pattern-following situation, they will be cautious about engaging in anything like goodfaith bargaining, lest their position be further compromised if and when they are forced to arbitration. To put it another way, there is a strong inducement on both sides to hold back something for the anticipated trading-off process that almost inevitably occurs in arbitration.

Forced-choice or one-or-other arbitration—or, to put it in its most appealing terms—final-offer selection, is designed in part to get around this problem. Because the arbitrators under this system can choose only between the final and most reasonable positions of the parties on each of the outstanding issues, the presumption is that the normal corrosive effect of standing compulsory arbitration on the bargaining process will be alleviated, if not eliminated in its entirety.

Compulsory arbitration can also have a very undesirable effect on union leaders and their decision-making processes. If union leaders know that arbitration is automatically the final step in the event of an impasse, they may choose to avoid the difficult decisions that they are forced to face when contemplating strike action.

If the answer does not lie in standing compulsory arbitration, one must query where it does rest. From Crispo's point of view, **the solution lies, in the first instance, in the acceptance and toleration of public service strikes, unless and until they jeopardize public health, welfare or safety.** There is no other answer consistent with the preservation of meaningful collective bargaining in the Public Service, where it is just as important to the continuation of the present socio-economic-political system as it is in the private sector.

This leads, then, to a discussion of what should be done if the public health, welfare or safety is really threatened by a work stoppage. For Crispo, the answer lies in the arsenal-of-weapons or choice-of-procedures approach to the problem. The first advantage of this approach is that it leaves the parties in considerable doubt and uncertainty as to what will transpire if their squabble gets out of hand. This is important, as any fixed and known response to such a situation can be allowed for by the parties, built into their strategies, and rendered less effective, if not futile. Another advantage stems from the fact that such an approach allows for measures tailor-

made to the particular dispute. Compulsory arbitration also should be an option, but only on an ad hoc basis as a last resort when all else has failed, and the public health, welfare or safety is really threatened by reliance on any lesser remedy.

Crispo concluded his address with the observation that, although collective bargaining in general is under attack, it is particularly suspect and vulnerable in the Public Service. This is to be expected, given the wave of strikes that have beset public services, previously almost uninterrupted by industrial disputes. Yet such disputes were themselves to be anticipated sooner or later, as public servants began to demand the same collective bargaining rights as employees in the private sector of the economy.

Comparing the extension of collective bargaining in the public sector in recent times to the same extension in private sectors after World War II, one can take comfort from the fact that, after a short time, relations settled down in the industrial sector and assumed the fairly stable form that has continued to this day. We can expect that a similar settling and stabilizing pattern will soon begin to establish itself in the public service.

DISCRIMINATION IN THE PUBLIC SERVICE

Women do not do nearly as well as men in the public service, and most of the standard explanations for their lower status do not in fact explain it, according to Dr. Kathleen Archibald. Many people believe, for instance, that women don't do as well as men because they have less education and they do not hold on to their jobs as long. It is true that women have less education and higher turnover rates.

These two factors explain some of the difference in status, but not all of them, says Archibald, because when men and women with the same education and experience are compared, a large difference shows up. In general, the women are making much lower salaries than the men. In fact, the more education and experience a woman has, the worse off she is compared with her male counterparts. The only exception to this is at the educational apex; if a woman has a doctorate, she does as well as her male counterparts.

When you add it all up, Archibald insists, it's pretty clear that there is discrimination against women. There are even signs of overt prejudice; some people, men and women, come right out and say they don't think women are capable of holding responsible jobs; and more signs of covert prejudice: those who don't say it but act as if they believe it. But she is convinced that **the major source of discrimination is not in these individual prejudices but in institutional factors that have an influence on everyone in the system.** The problem is that the Public Service was designed as a system of manpower utilizatio and it has adjusted only in a ver creaky fashion to being a syste of manpower utilization.

When the "merit system" of se lecting government employee was first introduced in Canada i 1908, no one was thinking enoug about women workers to bothe to exclude them. But, to the horro of the then Civil Service Commis sion, the merit system brought flood of women into public ser vice. By the end of the first yea the Commission estimated tha 23.3 per cent of all governmen employees, including labourers, i Ottawa were women. The percen tage for the entire Public Servic in 1967 was only 27.3 per cent.

The Commissioners moved swiftl to "solve" this awful problem. I 1909, they limited appointments a all but the lowest levels of the ser vice almost entirely to men and even at these bottom levels allowed deputy heads to specif whether they wanted a man or woman. They didn't want man women; those they did were gen erally hired as stenographers an typists, whereas men were em ployed as general clerks. Not sur prisingly, general clerks coul move up to administrative and ex ecutive levels; typists could not.

te the fact that many more en entered the labour force g World War I—or perhaps se of it—discrimination on asis of sex was given more at the end of the war, Archi- continued. Again, restrictions omen were eased during d War II, but, at the end of war, women were expected— te their varied service while en were overseas—to work in ale" jobs, and the ban on ed women was reinstated for ner 10 years.

1961 Civil Service Act didn't ompetitions could be limited e basis of sex, nor did it say couldn't. **So it was not until mid-1960s, with the ratifica- of the ILO Convention and assage of the Public Service oyment Act, that discrimina- in prescribing selection stan- s for women was officially ibited.**

k, for a moment, about what is means in terms of the situ- we are faced with today. For ance, one of the reasons en earn less than men is be- e they are in different kinds of Certain occupations became ale" because these were the fields in which women could ure of a welcome. The current upational distribution sorts into high-paying jobs and en into low-paying jobs, ly because this is the way the ng system was designed in . The Canadian Government been committed to "equal pay equal work" from the begin- , but almost everybody then ved women were worth less.

How did the Civil Service solve this problem in the early days? By putting women in different kinds of jobs—segregating them—by, in short, gerrymandering the boundaries of "equal work."

If one looks at the so-called female occupations today, the speaker noted, one finds that the career ladders are shorter and the salary rungs are closer together. That's the way such ladders were constructed several decades ago—not to make it easier for the weaker sex to climb, but purposefully to slow their ascent. This is one of the reasons whey increasing experience and education tend to leave women further and further behind their male counterparts. One suspects that the reason women with doctorates manage to do as well as their male counterparts is because most fields offering a doctorate are "male" fields.

We tend to concentrate on the differences between men and women rather than on the similarities. These differences have been elaborated into a symbolic distinction between masculine and feminine that is very old, very basic and still has considerable strength and universality. While making these strong distinctions between male and female, we nevertheless use the male terms as the generic ones, ipso facto defining women as something different than human and, in fact, often as something less than human.

Archibald emphasized that, if women are to move to equality in employment opportunity, the work world will have to become a place for persons—a place where human beings are human beings, not where men are men and women are something else. She thinks it is true that, as more and more women take on roles that have in the past been exclusively male, men are left with fewer and fewer symbolic resources by which to define their masculinity. **The place for maleness is decreasing, but so is the place for femaleness. Women are pushing into what has been male territory because they have lost much of their own territory.**

But the territory Archibald is talking about is not a finite physical entity. It is a social-psychological construction, and the beautiful thing about such constructions is that they are magical: they are only real for as long as we believe they are real. When we recognize that both male territory and female territory are quite limited, we will perhaps discover that the territory of personhood, of common humanity, is vast—and so underdeveloped that it presents opportunities for all of us not only to find meaning but to create it.

INFLATION AND GOVERNMENT CONTROLS

A contingency plan that could be applied equitably to all sectors of the economy for use in outbreaks of serious inflation, if a crisis and a consensus exist, was called for in a resolution passed at the 43rd annual meeting of the Canadian Chamber of Commerce, held in Ottawa from September 17 to 20.

This recommendation, the Chamber noted, is parallel with a similar one, contained in the Report of the Prices and Incomes Commission, that suggests Canada would be compelled to enforce controls in a time of emergency.

An additional resolution, asking immediate invocation of inflation controls by government, was referred to the Chamber's national directors for further consideration. Proposed by the Greater Victoria Chamber of Commerce, the resolution argued for controls "not as a permanent feature of Canadian economic life, but as a means of immediately controlling further inflation until an acceptable solution is found to regulate wages and prices in such a way as to be non-inflationary."

Outgoing President N. V. German asserted that, "What is required immediately is the co-operation of all three segments of our society to work together as a team. **Only through this national effort will we be able to avoid wage and price controls and tighter monetary and fiscal policies that may ultimately have to be used to keep inflation down."**

Recapping the past year's work of the Chamber, German noted the persistent efforts to have Bill C-253, an Act to Amend Part V of the Canada Labour Code, withdrawn. He described its replacement, Bill C-183, as an improvement, but added that the technological change clauses in the new Bill a still far from satisfactory. Repr sentations were made by t Chamber on amendments to t Tax Reform Bill, and Germa stated his confidence that t Government would act on the re ommendations.

He also emphasized his belief th a national industrial strategy w needed for Canada, adding th **"the Canadian Chamber, wi other business associations, is a tively assisting the Government formulating an industri strategy."** Absence of an industr strategy, he continued, makes le islation in the area of foreign ow ership very difficult, as the asse ment could become a person and subjective judgment on t part of the Minister, or of the Go ernment.

ming Chamber President A. J. affirmed his belief in the com- ive free enterprise system permits the profit motive er scope, as **the best way to eve economic growth, jobs, a higher standard of living for anadians."** He noted with ap- al the relationships existing een the federal Government the Canadian Chamber, add- that the meetings that the nber has been holding with r government officials will be frequent, in order to "reach ater level of rapport and un- anding."

hn Ellis

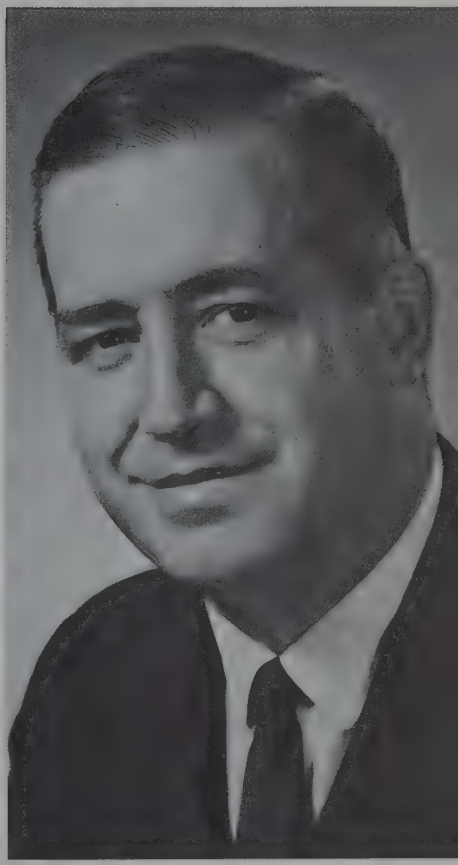
Who must bear the financial burden of disruption wrought by technological change? This was the question posed to delegates by Bryce Mackasey, then Minister of Manpower and Immigration, in his address to the Chamber. "I do not intend to answer that question," he added, "but leave it up to the conscience of the members of this organization."

The Minister stated that he has always welcomed technological change, because it has created employment in many areas—television, aerospace and computer industries, for example. **But he said he refused to believe that increased productivity is more important than people, or that Canadian employers are so lacking in enterprise that they cannot overcome the cost of becoming good employers.**

Mackasey enumerated a number of the Canada Manpower programs designed to assist employers and workers: Canada Manpower Consultative Service; Canada Manpower Training; Canada Manpower Mobility; and Training-on-the-Job;—and added that "if employer good will and corporate responsibility are required to make a collective agreement work successfully, employer co-operation is required to match jobs and workers. All the federal programs in support of the industrial sector aren't worth a damn unless employers make use of them."

LABOUR'S VIEWS

Bill Dodge, Secretary-Treasurer of the Canadian Labour Congress, expressed labour's views at the conference. Referring to the crisis caused by President Nixon's announcement of the 10 per cent surcharge on imports, Dodge said, "The position we took, while we shared the general concern, was that the surcharge should not precipitate far-reaching Canadian action until its true effects were known and the surcharge showed signs of becoming permanent. Some Canadian authorities, no doubt because it fitted in with their customary views anyway, demanded the immediate imposition of wage and price controls, retaliatory trade restrictions, or withdrawal of primary products from export.



Hon. Bryce Mackasey

William Dodge

"We opposed all of these measures and took a 'wait-and-see' attitude. Although we are not out of the woods on Domestic International Sales and Corporations (DISC) and the Burke-Hartke proposals yet, we think our position was wise, and we were glad to see that the general atmosphere in the country was one of relative calm."

Dodge referred also to the desire expressed in the public forum for a greater share in the financial gains from resource exploitation. Noting that profits made by resource industries are coming increasingly under taxation, he said, "The end of the era of the 'corporate welfare bums' is in sight, whether or not the NDP wins the election on October 30."

UNEMPLOYMENT AND INFLATION

André Raynauld, Chairman of the Economic Council of Canada, sketched some of the problems involved in balancing inflation with unemployment so that maximum benefit accrued for the majority of Canadians. He observed that past methods of balancing these two factors are being questioned as to the "relative importance of changes in price expectations, difficulties in interpreting unemployment figures, and structural and regional shifts in accounting for the apparent worsening in the unemployment-inflation trade-off." He concluded by saying that **a great deal of research is still needed to better understand the relationship between unemployment and inflation.**

A working paper for a Canadian industrial strategy was presented to the conference by the then Minister of Industry, Trade and Commerce, Jean-Luc Pepin. The proposal for a policy that will "provide a co-ordinated framework within which governments and the private sector can act with greater certainty and confidence" was presented to start discussion

André Raynauld

within the Canadian industrial
lations field on the shape that
industrial strategy should assur

Other speakers to address the
delegates in Ottawa inclu
Ronald S. Ritchie, Senior Vi
President and Director of Impe
Oil Limited, and A. Olaf We
President of Microsystems In
national Limited and Chairman
the Foreign Investment and
tional Industrial Strategy Co
mittee of the Chamber.

GENERAL TOPICS

MPLOYMENT REVIEW

here were declines in both employment and unemployment between August and September. In ercentage terms, the decrease in nployment was more than usual, ut in unemployment it was less an usual. This accounted for an crease in the seasonally adjusted nemployment rate from 6.7 in ugust to 7.1 in September.

he actual size of the labour force ot seasonally adjusted) declined 8,840,000 in September from 9,274,000 in August. The labour force was 218,000, or 2.5 per cent, higher than a year ago.

Not seasonally adjusted, the number of employed persons decreased from 8,771,000 in August to 8,381,000 in September. All industries showed declines between these months, the largest decreases being in manufacturing, 85,000, and in service, 84,000. Employment was 193,000, or 2.4 per cent, higher than a year earlier.

There were 459,000 unemployed persons in September compared with 503,000 in August, and 434,000 in September 1971. These figures are not seasonally adjusted. The unadjusted unemployment rate, representing the actual number of unemployed as a per cent of the labour force, was 5.2 in September, 5.4 in August, and 5.0 in September 1971.

The seasonally adjusted employment level decreased from 8,361,000 in August to 8,310,000 in September. The employment level showed a large decline among persons 14 to 24 years of age; the level was virtually unchanged for persons 25 years old and above. British Columbia, the Atlantic region and Ontario showed small increases.

The seasonally adjusted unemployment rate was 7.1 in September. This increase occurred among persons 25 years of age and older, and the larger increase was among women. The unemployment rate increased in the Atlantic region, Ontario and British Columbia, decreased in Québec, and was unchanged in the Prairie region.

UNEMPLOYMENT INSURANCE

During October 1972, 29,214 investigations were completed across Canada. Of those, 18,544 were on-premises investigations and 3,449 were selective investigations to verify the fulfilment of statutory conditions.

The remaining 2,142 formal investigations and 5,079 post audit investigations were in connection with claimants suspected of making false statements to obtain benefits. Punitive disqualifications as a result of claimants making false statements or misrepresentations numbered 2,728. Prosecutions were begin in 60 cases, all against claimants.

JANUARY CREDITS

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PRICE INDEXES

CONSUMER, SEPTEMBER, 1972

The consumer price index (1961=100) rose 0.4 per cent to 141.8 in September from 141.3 in August. This increase contrasts with declines of 0.2 per cent between these two months in each of the preceding three years. Advances of 0.7 and 0.8 per cent in the food and clothing indexes were mainly responsible for the increase. The housing component rose 0.2 per cent and transportation 0.1 per cent. There was a decrease of 0.2 per cent in the recreation and reading index, and the health and personal care and tobacco and alcohol components were unchanged. The all-items index was 5.3 per cent higher than a year ago, the largest increase for any 12-month period in recent years.

The food index rose 0.7 per cent to 146.7 in September from 145.7 in August, and was 9.7 per cent higher than a year ago. Restaurant meal prices advanced 1.2 per cent, 7.3 per cent higher than a year ago. The level of prices for food consumed at home rose 0.6 per cent, 10.2 per cent above its level of a year ago.

Vegetable prices declined, on average, 8.5 per cent. This is below normal for the time of year, with lower quotations on most fresh vegetables outweighing increases on some canned and frozen items. In contrast to the declines in the level of fruit prices that have usually occurred between August and September in recent years, the September fruit prices rose 1.1 per cent as most fresh, canned, frozen and dried fruits recorded advances. Since September 1971, vegetable prices advanced more than 15 per cent and fruit prices less than 6 per cent.

The meat, fish and poultry index was 1.1 per cent higher in September. Pork prices rose 2.3 per cent and beef prices 0.6 per cent, with most cuts contributing to the advance. Poultry prices declined slightly, owing to lower quotations for turkey. Since September 1971, the meat, fish and poultry index rose 15 per cent, with pork prices advancing, on average, more than 26 per cent. Egg quotations advanced 4.1 per cent in September to reach a level more than 15 per cent above that of a year ago. The bakery and cereal products index increased 0.5 per cent between August and September as higher prices were recorded for items such as corn flakes, macaroni and biscuits. There were small price increases for fluid milk and most other dairy produc Butter prices declined slightly b cause of special prices in Toron and Vancouver. Increases of 7 per cent for ground coffee, 4.7 p cent for instant coffee, and nea 5 per cent for sugar were reg tered. Higher quotations were al recorded for infants food, je powder and honey. The housi index rose 0.2 per cent to 144 from 143.8 as a result of increas of 0.2 per cent in both the shelt and household operation comp nents. It was 4.6 per cent above level of a year ago. Within t shelter component, the hom ownership element advanced 0 per cent because of increases the indexes for new houses ar repairs. Rents also increased 0 per cent.

Household supplies, which i creased in price an average of 1 per cent, were responsible for th rise in the household operatio component. Furniture prices i creased 0.4 per cent, and appl ance prices declined 0.5 per cen with decreases for items such refrigerators, electric stoves an vacuum cleaners. Gas stove an electric iron quotations we higher. The floor coverings inde declined 0.9 per cent because scattered sales on carpets. Pric for dishes and glass stemwa continued to rise.

The clothing index advanced 0 per cent to 132.4 from 131.3 an was 2.2 per cent higher than a ye ago. Footwear prices increased 2 per cent with higher quotatio for all items surveyed. Since Se tember 1971, footwear prices hav advanced 5.1 per cent. Clothin service charges increased becaus of generally higher charges for d cleaning, laundry and shoe repair An increase of 0.6 per cent in th men's wear index resulted fro higher prices for a number outer garments, including suit slacks and topcoats. Scattere sales reduced the price of stock and underwear.

women's wear index ad-ed 0.5 per cent, owing to r prices for winter coats, py-s and dresses, and other s. A number of women's gar-s, including hosiery and un-othes, recorded lower prices use of sales. The children's component rose 0.1 per cent, higher prices for boys slacks girls cotton dresses. Piece ds declined 0.3 per cent, re-ing sales on cotton and wool-materials.

transportation index ad-ed 0.1 per cent to 134.4 from 3 and was 2.6 per cent above evel of a year ago. A slight in-se in the automobile oper-n component outweighed a onal decline in the train fares x. The rise in the automobile ration element resulted chiefly n general increases in most hanical and body repair items, batteries.

health and personal care in-was unchanged from its Au-level of 150.0 and was 5.2 per above its September 1971 l. In the latest month, sales for et soap, cleansing tissues and thpaste contrasted with in-ses in the prices of shaving m and razor blades.

recreation and reading index lined 0.2 per cent to 140.2 from 5, and was 3.1 per cent higher n a year ago. Increased maga-e prices were outweighed by a per cent decrease in the recrea-element. The decrease for eation resulted from scattered e reductions for television sets stereo combinations that out-ghed higher quotations for nograph records and tele-on repairs. The recreation and ding index was 3.1 per cent ve its level of a year ago.

tobacco and alcohol index unchanged from its August l of 132.9 and was 2.5 per cent ve its September 1971 level.

Consumer price index items, when classified by commodities and services, offer another view of the incidence of the change in prices. Between August and September, the services index rose 0.2 per cent because of higher charges for automobile repairs and lubrication, television repairs, shoe repairs, dry cleaning and laundry, together with increased rents.

The total commodities index rose 0.4 per cent mainly because of the 0.7 per cent advance in food prices, though the index for non-durables, excluding food, rose 0.4 per cent as a result of higher quotations for clothing, household cleaning supplies and phonograph records. On the other hand, durables decreased 0.3 per cent as reductions for appliances, home entertainment equipment, carpets, and automobile tires outweighed higher prices for furniture, dishes, glass stemware and automobile batteries.

Between September 1971 and September 1972, the index for services advanced 5.4 per cent, and that for total commodities increased 5.2 per cent.

CITY CONSUMER

Between August and September, consumer price indexes rose in 11 regional cities and declined in one. The movements ranged from an increase of 0.9 per cent in Winnipeg to a decrease of 0.2 per cent in St. John's, Nfld.

Food indexes advanced in all cities except St. John's and Halifax as higher quotations were recorded for most pork products, eggs, sugar, fresh fruit, and other foods such as corn flakes, infants food, tea and coffee. The larger increases were registered in Ontario, Québec and the Prairie Provinces.

Lower prices were prevalent in most of the cities surveyed for a number of items including some beef cuts, fresh vegetables, turkey, shortening and cake mix. Housing components rose in 7 cities, declined in 2 and were unchanged in 3; the increases were caused mainly by slightly higher rents and increased prices for many household supply items, especially soap flakes, detergents and scouring powder.

The clothing indexes that normally advance in September increased in all cities, reflecting higher prices for footwear, men's suits and dress slacks, women's coats and pyjamas and girls cotton dresses, and increased charges for laundry, dry cleaning and shoe repairs. Transportation components rose in 7 cities, declined in 3 and were unchanged in 2.

Increased prices for a number of automobile maintenance and repair items contributed to the increase. The components for health and personal care, and for recreation and reading, registered mixed movements across the country; tobacco and alcohol indexes were unchanged from the previous month.

Regional consumer price index point changes between August and September were, on the base 1961=100: Winnipeg +1.2 to 135.2; Edmonton-Calgary +1.0 to 134.6; Toronto +.7 to 136.6; Ottawa +.5 to 137.9; Saskatoon-Regina +.5 to 129.7; Halifax +.3 to 132.8; Saint John +.3 to 132.7; Montreal +.3 to 132.9; Vancouver +.2 to 133.1; St. John's −.2 to 132.1. On the base 1969=100: Québec City +.6 to 108.3; Thunder Bay +.5 to 108.9.

City indexes are not as comprehensive in price content as the Canada consumer price index, and may underestimate slightly the de-

gree of price movements occurring. In this connection, the shelter component of the city indexes moves on the basis of changes in rents only; changes in both rents and home-ownership costs are included in the Canada index.

As a result of home-ownership costs having increased more rapidly than rents, the housing and all-items indexes for cities underestimate somewhat the rates of price increases, particularly over longer periods. Plans are being made by Statistics Canada to incorporate home-ownership prices in city indexes.

WHOLESALE

The general wholesale index (1935-39=100) moved up 1.1 per cent in September to 314.0 from the revised August index of 310.6. It was 7.8 per cent higher than the September 1971 index of 291.4

Four of the eight major group indexes were higher, three declined and the remaining one, non-metallic mineral products, was unchanged at 234.8. The non-ferrous metal products group index rose 4.8 per cent to 271.6 from the revised August index of 259.2.

An advance of 2.7 per cent t 252.9 from 246.2 in the vegetabl products group index reflecte price increases for sugar and i products, livestock and poultr feeds and grains.

Higher prices for spruce, ceda and fir contributed to an increas of 1.2 per cent in the wood prod ucts group index to 443.5 from th revised August index of 438.1. Th chemical products group inde rose slightly to 245.6 from 245.1

Three groups declined slightly- animal products to 376.4 fron 377.2; textile products to 280. from 281.7; and iron products t 323.2 from 323.3

LEGAL DECISIONS

The British Columbia Supreme Court granted an injunction restraining a company from contracting out work.

This was an application by the International Brotherhood of Pulp, Sulphite and Paper Mill Workers for an interim injunction to restrain the defendant, Crown Zellerbach Canada Limited, from contracting out work covered by a collective agreement.

The union submitted that the work the company sought to contract out—maintenance work—was customarily done by union members, and further, that the company's declaration of its intention to contract out the work was a clear breach of the collective agreement. Alternatively, if this was not a clear breach, it was undoubtedly a question falling within the arbitration provisions in the agreement or deemed to be in the agreement, and should therefore be arbitrated under the agreement.

The company contended that the matter was not arbitrable and that no breach of the agreement had occurred, as the agreement was silent on the question of management rights and contracting out.

In granting the injunction, the Court held that the interest of the union was to represent its members and preserve the integrity of the collective agreement, and t see to its performance. Contract ing out the work would no doub cause the workers to suffer a f nancial loss for which they woul not be compensated. Further, th company had ample time i which it could have had the issu arbitrated under the terms of th agreement, and if it had consid ered the issue non-arbitrable, could have asked for a declaratio of the court to that effect.

(International Brotherhood o Pulp, Sulphite and Paper Mil Workers V. Crown Zellerbac Canada Limited British Columbi Supreme Court. August 22, 1972 (CLLC 14,137).

ECISIONS F THE MPIRE

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claimant filed an application enefit in which he reported g been employed as a gen- worker, on probation, when llow workers went on strike. it was impossible for him to until the dispute was over. ad the option of joining the n to get strike pay. The claim- dded that he thought he was ple for unemployment insur-

s submission to the board of ees, the insurance officer d that a labour dispute in- d existed at the claimant's e of work when the bargain- greement between the Union the employer expired. Several tings between the employer the union had resulted in ac- being reached on several mi- issues, but the prime issues— es and working conditions— e not resolved.

ildcat walkout occurred, when oximately 430 production em- ees left their jobs to protest that negotiations were proceeding too slowly. These men remained off work one day, but returned to their next scheduled shift.

A few days later, a second wildcat walkout occurred and approximately the same number of production workers left their jobs and remained away from work for four days.

The day after the strike deadline was extended to enable the parties to resume bargaining, an official strike was called by the union and all employees on that scheduled shift. Subsequent shifts failed to report for work.

After examining the evidence, the insurance officer notified the claimant that he was disqualified from receiving benefit because he had lost his employment by reason of a work stoppage due to a labour dispute "at the factory, workshop or other premises" at which he was employed.

In support of his appeal to the board of referees, the claimant pointed out that he was not involved in any way in the strike that began before he had completed 30 days of probationary work; that he was not eligible for union membership and could not vote in favour of or against the strike; that he could not perform picket duties or receive strike pay; that he was ready to work, and it was through no fault of his that he was not working; and that he was under the impression he should be entitled to unemployment insurance benefits.

The claimant appeared before the board of referees where it was determined that there had been a work shortage and a loss of employment to all persons "in the labour force" as a result of the strike. By a majority, the board decided to disallow the appeal.

The dissenting member said: "This claimant did not participate in the strike, and in fact continued at work during the period of wildcats listed in the (submission to the board of referees). Therefore, he did not participate in the strike. He did not register for picket line duty nor attempt to get any benefits. He paid no union dues and therefore did not contribute financially to the dispute. There is no assurance of re-employment, and therefore no direct interest on his part or on the part of any members of his grade or class of workers ... I recommend that the appeal be allowed. The claimant appealed to the Umpire.

Various decisions of the Umpire down the years have held that being a probationary worker, or not being a member of a striking union, or not being entitled to vote in a labour dispute, does not show that such a person does not have a direct interest in the dispute when his conditions of work at the end of the probationary period will be the same as his fellow workers.

The claimant has not shown that his contract of service had been permanently severed, even if there was uncertainty as regards his recall to work.

Although I regret the unfortunate financial position of the claimant, I cannot decide the case in his favour on that ground for I consider that, on the facts, the majority decision of the board of referees is well founded and is in accordance with established jurisprudence. The appeal is dismissed.

CONCILIATION

During October the Minister of Labour appointed conciliation officers to deal with the following disputes:

Canadian National Hotels Limited (Nova Scotian Hotel), Halifax, N.S., and Hotel and Restaurant Employees and Bartenders International Union, Local 662 (Conciliation Officer: R. L. Kervin).

Marine Industries Limited, Montréal, Qué., and Seafarers' International Union of Canada (Conciliation Officer: S. T. Payne).

Victoria Cablevision Ltd., Victoria, B.C., and International Brotherhood of Electrical Workers, Local 230 (Conciliation Officer: R. F. Langford).

Eastern Offshore Services Limited, Mulgrave, N.S., and International Longshoremen's Association, Local 1976 (Conciliation Officer: R. L. Kervin).

La Voix de l'Est Limitée (Radio CHEF), Granby, Qué., and le Syndicat National des Employés de la Voix de l'Est (CSN) (Conciliation Officer: G. R. Doucet).

Anvil Mining Corporation Limited, Whitehorse, Y.T., and Local 1051, United Steelworkers of America (Conciliation Officer: D. H. Cameron).

Towboat Industrial Relations sociation (representing cer member towboat companies) Canadian Brotherhood of Railw Transport and General Wor (Conciliation Officer: D. H. C eron, assisted by Industry Spec ist, D. S. Tysoe).

Towboat Industrial Relations sociation (representing cer member towboat companies) Seafarers' International Union Canada (Conciliation Officer: H. Cameron, assisted by Indu Specialist, D. S. Tysoe).

Canadian Broadcasting Corp tion and Radio Producers Ass ation (Conciliation Officer: G Doucet).

La Compagnie Gaspésienne Radiodiffusion Limitée, New lisle, Qué., and le Syndicat Employés de CHNC (CSN) (C ciliation Officer: J. J. de Ga Loranger).

tlements by conciliation offi-rs. Logistec Corporation; Termi-s Maritime Inc., and Clarke Traf- Service Ltd., Sept-Iles, Qué., d United Steelworkers of Amer-, Local 5197 (Conciliation Offi-: S. T. Payne) (LG, Dec. 1972, p.).

nk Truck Transport Limited, xdale, Ont., and the Interna-nal Brotherhood of Teamsters, auffeurs, Warehousemen and lpers of America, Locals 938, 91, and 880 (Conciliation Officer: A. Fisher) (LG, Nov. 1972, p.).

:Neil Transport Limited, Brock-e, Ont., and Teamsters, Chauf-rs, Warehousemen and Help-, Local 91 (Conciliation Officer: nneth Hulse) (LG, Aug. 1972, p.).

arlottetown Steamship Com-ny Limited; Coopérative de nsport Maritime et Aérien; and B. Willis Incorporated, Char-tetown, P.E.I., and Labourers' otective Union, Local 9568 nciliation Officer: C. A. Og-n) (LG, Oct., p. 545).

nciliation board appointed. écable of Québec Inc., Qué-c, Qué., and Canadian Union of blic Employees (representing erating Employees and Sales-n) (LG, Nov. 1972, p. 595).

nciliation board fully consti-ed. The Board of Conciliation d Investigation established to al with a dispute between Nor-r Limited, Montréal Interna-nal Airport, and International sociation of Machinists and rospace Workers, Lodge 2309 presenting employees of the intenance, traffic, operations d stores division) (LG, Dec. 72, p. 642) was fully constituted with the appointment of A. C. Dennis of Lakefield, Ont., as chairman. Mr. Dennis was appointed by the Minister in the absence of a joint recommendation from the other two members of the Board, company nominee F. G. Hamilton, Toronto and union nominee Adrien Villeneuve, Longueuil, Qué.

Conciliation board reports received. National Harbours Board, Port of Montréal and Seafarers' International Union of Canada (LG, Nov. 1972, p. 596). (Full text appears in Supplement No. 7, 1972).

Transair Limited, Winnipeg International Airport, and Canadian Air Line Flight Attendants' Association (LG, Nov. 1972, p. 596). (Full text appears in Supplement No. 7, 1972).

MacKays Transport Company Ltd., Lloydminster, Alta., and General Teamsters, Local 362 (LG, Nov. 1972, p. 596). (Full text appears in Supplement No. 6, 1972).

Canadian National Hotels Limited (Chateau Laurier Hotel), Ottawa, Ont., and Canadian Brotherhood of Railway, Transport and General Workers (LG, Oct. 1972, p. 546). (Full text appears in Supplement No. 6, 1972).

Settlement reached by conciliation board. Midland Superior Express Limited, Calgary, Alta., and International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, Locals 362 and 979 (LG, Nov. 1972, p. 595).

Settlements reached after conciliation board procedure. Transair Limited, Winnipeg International Airport, and Canadian Air Line Flight Attendants' Association (see above).

National Harbours Board, Port of Montréal, and the National Syndicate of Employees of the Port of Montréal (CNTU) (representing general forces, grain elevator and cold storage employees) (settled with the mediation assistance of C. E. Poirier and S. T. Payne) (LG, Oct. 1972, p. 546).

Canadian National Hotels Limited (Chateau Laurier Hotel), Ottawa, Ont., and Canadian Brotherhood of Railway, Transport and General Workers (settled with the mediation assistance of A. R. Gibbons) (see above).

United Grain Growers Limited; Alberta Wheat Pool; Saskatchewan Wheat Pool; Burrard Terminals Limited, and Pacific Elevators Limited, Vancouver, B.C., and Grain Workers' Local 333, International Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers of America (settled with the mediation assistance of D. S. Tysoe and D. H. Cameron) (LG, Nov. 1972, p. 596).

CERTIFICATION

The Canada Labour Relations Board met for four days during October. The Board granted nine applications for certification, rejected three, permitted the withdrawal of one, and ordered representation votes in two. Seven requests to vary previous Orders of Certification, and one application for revocation of certification, were granted. During the month, the Board received four applications for certification, four requests for review, and one application for revocation of certification.

Applications for certification granted. Canadian Brotherhood of Railway, Transport and General Workers was certified as the bargaining agent of a unit of unlicenced personnel employed by Atlantique Cruise Lines Ltd., North Sydney, N.S., aboard its M/V "St. Ninian" (LG, Sept. 1972, p. 490).

International Brotherhood of Pulp, Sulphite and Paper Mill Workers, Local 574, was certified as the bargaining agent of a unit of employees of Consolidated-Bathurst Limitée, employed in its Chaleurs Division at New Richmond, Qué., in the loading and unloading of boats (LG, Sept. 1972, p. 490).

Cartage & Miscellaneous Employees' Union, Local 931, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, was certified as the bargaining agent of a unit of local and long-distance drivers and helpers of Kenwood's Moving and Storage Limited, working in and out of its Montreal terminal (LG, Oct. 1972, p. 544).

Seafarers' International Union of Canada was certified as the bargaining agent of a unit of unlicenced employees aboard the vessels operated by Coopérative de Transport Maritime et Aérien, Cap-aux-Meules, Iles-de-la-Madeleine, Qué. (LG, Nov. 1972, p. 594).

Teamsters Local 213, International Brotherhood of Teamsters, Chauffeurs, Warehousemen, and Helpers of America was certified as the bargaining agent of a unit of truck drivers employed by Ed's Construction (Yukon) Limited, Whitehorse, Y.T. (LG, Nov. 1972, p. 594).

The Association of Employees of Grey Goose Bus Lines Ltd., Thiessen Bus Lines Ltd., and Red River Motor Coach Lines Ltd., was certified as the bargaining agent of a unit of clerks, mechanics, and cleaners employed in Manitoba and Ontario by Grey Goose Bus Lines Ltd., Winnipeg, Man. (LG, Nov. 1972, p. 594).

Teamsters Local 213, Internation Brotherhood of Teamsters, Chau feurs, Warehousemen and Helpe of America, was certified as t bargaining agent of separate un of drivers employed in the Yuk Territory by (a) Don's Backh Service, Whitehorse, Y.T., and (Art Smith Construction Limite Whitehorse, Y.T. (LG, Nov. 1972, 594).

General Truck Drivers and Helpe Local 31, International Brot erhood of Teamsters, Chauffeu Warehousemen and Helpers America, was certified as the b gaining agent of a unit of driv employed by Les Reichelt Truc ing Ltd., Burnaby, B.C. (LG, N 1972, p. 594).

Applications for certification r jected. National Association Broadcast Employees and Tec nicians, applicant, and CKAC Li itée, Montréal, Qué., respondei The application was rejected b cause the Board considered that had been abandoned by the app cant (LG, Sept. 1972, p. 490).

International Brotherhood of Ele trical Workers, Local 264, app cant, British Columbia Televisi Broadcasting System Limite Burnaby, B.C., respondent, and I ternational Association of Broa cast Employees and Techniciar intervener. The application was r jected because the Board consi ered that it had been abandone by the applicant (LG, Oct. 1972, 544).

eneral Truck Drivers' Union, Lo- l 938, Teamsters, Chauffeurs, arehousemen and Helpers' nion, Local 141, Teamsters, auffeurs, Warehousemen and elpers Union, Local 91, Interna- onal Brotherhood of Teamsters, auffeurs, Warehousemen and elpers of America, applicants, d Lou's Transport Company mited, Rexdale, Ont., respon- nt. The application was rejected ecause the Board considered that had been abandoned by the ap- icant (LG, Dec. 1972, p. 640).

epresentation vote ordered. The oard has ordered a representa- on vote in an application for cer- ication made by the Broth- hood of Locomotive Engineers fecting a unit of 22 firemen, elpers and hostlers employed by e Ontario Northland Railway, orth Bay, Ont. The United Trans- ortation Union, bargaining agent f the employees affected, inter- ened to contest the application. he names of both unions appear n the ballot (Returning Officer: J. . Hoba) (LG, Dec. 1972, p. 640).

separate applications for certifi- ation in respect of employees of arlsen Shipping Co. Ltd., Halifax, .S. made by (a) Seafarers' Inter- ational Union of Canada for a nit of unlicenced employees board the company's vessel Martin Karlsen," and (b) the Ca- adian Brotherhood of Railway, ransport and General Workers for unit of unlicenced employees board the company's vessels Brandal" and "Minna," the Board ound that the appropriate bar- aining unit in each application onsisted of some 35 unlicenced mployees aboard the three ves- els. It ordered that a representa- on vote be taken with the names f both applicants on the ballot Returning Officer: R. L. Kervin) LG, Aug., p. 439, Nov. 1972, p. 94).

Application for certification withdrawn. International Union, United Plant Guard Workers of America, Local 1962, applicant, CFTO-TV Limited, Toronto, Ont., respondent (security guards) and Brian E. Port, et al., interveners (LG, Oct. 1972, p. 544).

Application for revocation of certification granted. The Board granted the application made by Northern Wings Limited, Sept-Iles, Qué., for revocation of the Order issued on May 19, 1960, which certified the International Association of Machinists (now, the International Association of Machinists and Aerospace Workers) as the bargaining agent of a unit of ground service personnel employed by the company. There are no longer employees in the certified bargaining unit and the IAM did not object to the application (LG, Oct. 1972, p. 543; 1960, pp. 466, 707, 923).

Requests for review granted. In separate requests for review made by Teamsters Local 213, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America of previous Orders of Certification, the Board directed that the following Orders be amended by deleting the name of Building Material, Construction and Fuel Truck Drivers' Union, Local 213, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, wherever it appears therein and by substituting its new name, Teamsters Local 213, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America:

(a) Order dated June 10, 1970, affecting a unit of employees of Builders Supplyland (Division of Stratford Motel (Yukon) Ltd.) Whitehorse, Y.T. (LG, Dec. 1972, p. 640; 1970, p. 583, 657);

(b) Order dated March 5, 1971, affecting a unit of employees employed in the Yukon Territory by Humphrey Construction Ltd., North Vancouver, B.C. (LG, Dec. 1972, p. 640; 1971, p. 121, 397);

(c) Order dated June 4, 1968, affecting a unit of employees of Yukon Enterprises Limited, Whitehorse, Y.T. (LG, Dec. 1972, p. 640; 1968, p. 411, 481);

(d) Order dated June 13, 1968, affecting a unit of truck drivers of General Enterprises Limited, Whitehorse, Y.T. (LG, Dec. 1972, p. 640; 1968, p. 481, 543); and

(e) Order dated March 5, 1971, affecting a unit of railway operating employees of The British Yukon Railway Company, Vancouver, B.C. employed in the Yukon Territory (LG, Dec. 1972, p. 640; 1971, p. 329, 398).

The Board directed that its Order issued on May 13, 1968, which certified Syndicat national des employés des Minoteries Phénix (CSN) as the bargaining agent of a unit of employees of les Minoteries Phénix Limitée, be amended by deleting the names of the certified bargaining agent and the company wherever they appeared, and by substituting their new names, Syndicat national des employés des Farines Phénic Ltée and

Farines Phénix Limitée. The request was made by the bargaining agent (LG, Nov. 1972, p. 593; 1968, p. 411, 480).

The Board directed that its Order dated February 18, 1970, certifying Transport Drivers, Warehousemen and Helpers' Union, Local 106, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, as the bargaining agent of a unit of employees at the Montreal terminal of M & P Transport Ltd., Edmonton, Alta., be amended by deleting the name of M & P Transport Ltd. wherever it appeared and substituting its new name, Continental Express Lines Ltd. The request was made by the bargaining agent (LG, Nov. 1972, p. 593; 1970, p. 309, 371).

Applications for certification received. Seafarers' International Union of Canada on behalf of a unit of unlicenced employees of Les Armateurs du St-Laurent Inc., Québec, Qué., employed aboard its vessels (Investigating Officer: S. T. Payne).

The Canadian Mine Workers, Local Number 1, on behalf of a unit of employees of Cassiar Asbestos Corporation Limited, Toronto, Ont., employed at its Clinton Mine, Clinton Creek, Y.T. (Investigating Officer: R. F. Langford).

Oil, Chemical and Atomic Workers' International Union, Local 9-666, on behalf of a unit of employees of Canadian-Montana Gas Company Limited, Calgary, Alta., employed at its Pendant d'Oreille and Black Butt camps in Southern Alberta (Investigating Officer: A. A. Franklin).

Canadian Association of Broadcast Employees on behalf of a unit of employees of Niagara Television Limited, Hamilton, Ont. (Investigating Officer: M. K. Carson).

Requests for review received. Teamsters Local 213, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America is the applicant in requests for review in seeking to have it substituted for General Teamsters' Union, Local 181, with which it merged in the Spring of 1972, in the following Board's Orders of Certification:

(a) Dated January 25, 1972, certifying General Truck Drivers and Helpers Local 31, General Teamsters Union Local 181, General Teamsters Local 362, and General Drivers, Warehousemen and Helpers Local 979, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America, as the bargaining agent of a unit of drivers, lead hands, and mechanics employed by Alltrans Express Ltd., Burnaby, B.C., at its bases in Burnaby and Terrace, B.C., Calgary and Edmonton, Alta., and Winnipeg, Man. (LG, Apr. 1972, p. 198; 1971, p. 747);

(b) Dated September 2, 1970, certifying General Truck Drivers and Helpers' Local 31 and General Teamsters Union Local 181, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America as the b gaining agent of a unit of of employees and a unit of op ational employees employed Chapman Transport Limited, lowna, B.C. (LG 1970, p. 583, 79

(c) Dated January 27, 1972, tifying the General Truck Driv and Helpers' Local 31, Gene Teamsters Union Local 181, G eral Teamsters Local 362, Cha feurs, Teamsters and Helpers' cal 395, and General Drive Warehousemen and Helpers' cal 979, International Brotherhc of Teamsters, Chauffeurs, Wa housemen and Helpers of Amer as the bargaining agent of a uni operational employees employ by Millar & Brown Ltd., Cr brook, B.C. (LG, Apr. 1972, p. 1 1971, p. 747);

(d) Dated May 4, 1964, certifyi General Truck Drivers and He ers' Local 31 and General Tea sters Local 181, Internatio Brotherhood of Teamsters, Cha feurs, Warehousemen and Help of America as the bargaining ag of a unit of driver employees e ployed by Van-Kam Freightw Ltd., North Burnaby B.C. (LG 19 p. 397, 493).

Application for revocation of c tification received Steve Ocko Cecil McKnight, et al., applica National Association of Broadc Employees and Technicians, spondent union, and The Sudb Broadcasting Company Limit Sudbury, Ont., respondent e ployer, in respect of the Order Certification issued by the Bo to the respondent union unc date of April 28, 1971, for a unit operating employees at radio s tions CHNO and CFBR (LG 19 p. 50, 476).

UBLICATIONS IN THE LIBRARY

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e publications listed below are cent acquisitions. They may be rrowed through a local library usiness, university, public, etc.) directly if there is no local li- ary. Please indicate the numeral the item and the month listed nen requesting loans.

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o. 1—Great Britain. Department Employment. Research and anning Division. Absenteeism; a udy ... by Richard M. Jones. ondon, HMSO, 1971. 49 p.

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o. 2—U.S. Department of Labor. nployment Standards Adminis- ation. Age discrimination in em- oyment act of 1967; a report covering activities under the Act ... submitted to Congress ... in accordance with Section 13 of the Act. [Washington, GPO] Library has: 1972.

ARBITRATION, INDUSTRIAL

No. 3—Hyman, Richard. Disputes procedure in action; a study of the engineering industry disputes procedure in Coventry. London, Heinemann Educational Books [1972] 150 p.

ARBITRATION, INDUSTRIAL—COMPULSORY

No. 4—Portus, John Hereford. Australian compulsory arbitration, 1900-1970. [Sydney, Australia] Hicks Smith and Sons [c1971] 120 p.

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No. 14—Johnson, Harry Gorden. Macroeconomics and monetary theory. [1st ed] London, Gray-Mills Pub. ltd. [1971] 214 p.

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No. 15—Stahl, Oscar Glenn. The personnel job of government managers. Chicago, Public Personnel Association [1971] 185 p.

HOURS OF LABOUR—REDUCTION

No. 16—Edmonton. Personnel Department. Training and Development Branch. The extended work week experiment. [Edmonton] 1972. 23 p.

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ABOUR STATISTICS

ipal Items	Date	Amount	Percentage Change from Previous Month	Percentage Change from Previous Year
		(in thousands)		
AL CIVILIAN LABOUR FORCE*				
Week ended October 14, 1972		8,878	+ 0.4	+ 2.1
Employed	October	8,395	+ 0.2	+ 1.7
Agriculture	"	504	− 6.3	− 4.4
Non-agriculture	"	7,891	+ 0.6	+ 2.1
Paid workers	"	7,371	+ 0.7	+ 2.3
At work 35 hours or more	"	3,747	− 44.8	− 4.5
At work less than 35 hours	"	4,269	+252.2	+ 7.0
Employed but not at work	"	378	− 1.6	+12.5
Unemployed	"	483	+ 5.2	+ 8.1
Atlantic	"	51	+ 4.1	+13.3
Québec	"	172	+ 8.2	+ 6.2
Ontario	"	139	− 0.7	+ 2.2
Prairie	"	54	+ 8.0	+ 5.9
British Columbia	"	67	+ 9.8	+26.4
Without work and seeking work	"	462	+ 3.8	+ 8.7
On temporary layoff up to 30 days	"	21	+ 40.0	−
USTRIAL EMPLOYMENT (1961 = 100)†	July	130.8	− 1.2	+ 0.7
Manufacturing employment (1961 = 100)†	"	123.2	− 1.6	+ 2.1
IIGRATION	1st 6 mths. 1972	54,313	−	− 8.2
Destined to the labour force	"	27,113	−	−12.3
KES AND LOCKOUTS				
Strikes and lockouts	September	93	+ 4.5	−21.2
No. of workers involved	"	33,211	− 9.8	+18.5
Duration in man days	"	467,310	− 27.8	+63.1
NINGS AND INCOME				
Average weekly wages and salaries (ind. comp.)†	July	149.69	+ 0.4	+ 7.9
Average hourly earnings (mfg.)†	"	3.53	+ 0.6	−
Average weekly hours paid†	"	39.4	− 2.2	+ 8.0
Consumer price index (1961 = 100)	"	140.2	+ 1.2	+ 4.5
Index numbers of weekly wages in 1961 dollars (1961 = 100)‡	"	133.1	− 1.9	+ 3.8
Total labour income (millions of dollars)†	"	479.2	− 2.6	+ 9.8
DUSTRIAL PRODUCTION†				
Total (average 1961 = 100)	September	195.2	+ 1.5	+ 3.9
Manufacturing	"	191.4	+ 0.9	+ 3.4
Durables	"	217.1	+ 0.8	+ 2.4
Non-durables	"	171.1	+ 1.0	+ 4.5
W RESIDENTIAL CONSTRUCTION**				
Starts	September	20,998	+ 9.8	−
Completions	"	16,606	− 12.0	−
Under construction	"	163,148	+ 2.6	−

timates of the labour force, the employed and the unemployed, are from The Labour Force, a monthly publication of Statistics Canada, which, in dition, contains the characteristics of the labour force, together with definitions and explanatory notes.
dvance data.
eliminary.
entres of 10,000 population or more.

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Economics and Research Branch of the Canada Depart of Labour on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first tables in this section cover strikes and lockouts that amount to 10 or more man-days. The number of workers involved includ workers reported on strike or lockout whether or not they all belonged to the union directly involved in the disputes leading t work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included.

STRIKES AND LOCKOUTS, 1967-1972

Month or Year	Strikes and Lockouts Beginning During Month or Year	Strikes and Lockouts in Existence During Month or: Strikes and Lockout	Workers Involved	Duration in Man-Days	Per Ce Estim Wo
1967	498	522	252,018	3,974,760	
1968	559	582	223,562	5,032,730	
1969	566	595	306,799	7,751,880	
1970	503	542	261,706	6,539,560	
†1971	547	569	239,631	2,866,590	
†1971—August	63	126	28,767	369,510	
September	40	118	28,021	286,600	
October	38	101	36,673	316,470	
November	46	94	20,240	232,810	
December	27	81	14,171	152,590	
†1972—January	39	80	16,967	133,640	
February	35	78	28,153	239,330	
March	40	89	231,680	370,120	
*April	38	94	232,706	1,812,570	
*May	50	107	62,198	1,026,810	
*June	55	117	118,587	1,209,780	
*July	36	106	92,102	1,162,030	
*August	29	89	36,823	647,360	
*September	42	93	33,211	467,310	

* Preliminary. †Revised.

STRIKES AND LOCKOUTS, SEPTEMBER, 1972, BY INDUSTRY, (PRELIMINARY)

Industry	Number Beginning During Month	In Effect During Month: Strikes and Lockouts	Workers Involved	Man-Days
Forestry	3	3	815	5,490
Mines	—	3	2,550	25,200
Manufacturing	24	58	14,032	131,670
Construction	2	4	1,462	28,170
Transportation and utilities	4	10	12,510	254,980
Trade	5	5	728	4,350
Finance	—	—	—	—
Service	2	8	1,041	16,280
Public administration	2	2	73	1,170
All Industries	42	93	33,211	467,310

STRIKES AND LOCKOUTS, SEPTEMBER, 1972, BY JURISDICTION (PRELIMINARY)

Jurisdiction	Number Beginning During Month	In Effect During Mo: Strikes and Lockouts	Workers Involved	M
Newfoundland	4	7	2,197	2
Prince Edward Island	—	—	—	
Nova Scotia	1	1	2,700	1
New Brunswick	—	—	—	
Quebec	13	30	5,509	5
Ontario	10	28	19,414	33
Manitoba	1	5	657	
Saskatchewan	—	—	—	
Alberta	1	1	103	
British Columbia	10	16	2,189	2
Federal	2	5	442	
All Jurisdictions	42	93	33,211	467

IKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1972 (PRELIMINARY)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	 Accumulated	Starting Date Termination Date	Major Issues Results
estry						
MacMillan-Bloedel Co. Ltd., Port Hardy, B.C.	Woodworkers Loc. 1-363 (AFL-CIO/CLC)	150	150	150	Sept. 7 Sept. 7	Dispute over meal money—Return of workers when settlement was reached.
James MacLaren Co.—Woodland Division, Papineau-Labelle Park Area, Qué.	Carpenters Loc. 2817 (AFL-CIO/CLC)	450	4,050	4,050	Sept. 8 Sept. 20	Wages, hours—Not reported.
La Compagnie Price Ltée., Price, Cté Matane, Qué.	Woodworkers Federation (U.C.C.)	215	1,290	1,290	Sept. 13 Sept. 20	Wages, hours—Not reported.
ies						
AL						
Iron Ore Co. of Canada, Labrador City, Nfld.	Steelworkers Locs. 5795 & 6731 (AFL-CIO/CLC)	1,550	12,400	97,650	June 16 Sept. 13	Wages, other benefits—50¢ an hr. increase retroactive Mar. 1, 1972, 12½¢ Mar. 1, 1973, 12¢ Mar. 1, 1974; northern allowances increased, other improved fringe benefits.
Iron Ore Co. of Canada, Schefferville, Qué.	Steelworkers Loc. 5567 (AFL-CIO/CLC)	600	4,800	36,600	June 20 Sept. 13	Wages, working conditions, pension plan—50¢ an hr. increase retroactive to Mar. 1, 1972, 12½¢ Mar. 1, 1973, 12¢ Mar. 1, 1974; northern allowances increased, other improved fringe benefits.
Lornex Mining Corp., Highland Valley, B.C.	Steelworkers Loc. 7619 (AFL-CIO/CLC)	400	8,000	25,200	July 3 —	Hours of work—
nufacturing						
OD AND BEVERAGES						
Dare Food (Biscuit Division) Ltd., Kitchener, Ont.	Brewery Workers Loc. 173 (AFL-CIO/CLC)	380	7,200	32,850	May 26 —	Wages, Hours—
Bonavista Cold Storage Ltd., Bonavista, Nfld.	Food Workers Loc. 1253 (AFL-CIO/CLC)	357	7,740	24,220	June 29 —	Wages, hours, overtime pay, paid holidays—
Chaine Coopérative du Saguenay, St-Bruno, Lac St-Jean, P. Qué.	Commerce Employees (CNTU)	330	6,600	11,550	Aug. 14 —	Wages, hours, other benefits—
Gorton Pew, Magdalen Islands, P. Qué.	Steelworkers (AFL-CIO/CLC)	425	8,500	14,450	Aug. 14 —	Not reported—
Fishery Products Ltd., Burin, Nfld.	Food Workers (AFL-CIO/CLC)	180	360	360	Sept. 1 Sept. 4	To protest latest wage increase under the final year of a 3-yr. contract—Return of workers.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1972 (PRELIMINARY) (CON

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: September	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Results
TOBACCO PRODUCTS						
Simon Cigar Co. Ltd., St. Laurent, Qué.	Tobacco Workers Loc. 328 (AFL-CIO/CLC)	280	5,600	17,360	July 5 –	Not reported–
TEXTILES						
Brinton Carpets, Lindsay, Ont.	Textile Workers' Union Loc. 1381 (AFL-CIO/CLC)	264	3,700	12,680	July 14 Sept. 22	Wages–Not reported.
WOOD						
Northwood Pulp Sawmill Div., Prince George, B.C.	Woodworkers Loc. 1-424 (AFL-CIO/CLC)	200	500	500	Sept. 8 Sept. 12	Not reported–Not reporte
Northwood Pulp Sawmill Div., Prince George, B.C.	Woodworkers Loc. 1-424 (AFL-CIO/CLC)	270	810	810	Sept. 13 Sept. 18	Protesting lack of safety c tions and dissatisfaction foremen–Return of we when injunction issued.
Canadian Forest Products, Huntting-Merritt, B.C.	Woodworkers Loc. 1-427 (AFL-CIO/CLC)	200	2,600	2,600	Sept. 13 –	Not reported–
Prince George Pulp & Paper, Prince George, B.C.	Pulp & Paper Workers of Canada Loc. 9 (IND.)	100	100	100	Sept. 14 Sept. 14	Not reported–Not reporte
B.C. Forest Products, Mackenzie, B.C.	Pulp & Paper Workers of Canada Loc. 18 (IND.)	220	1,540	1,540	Sept. 21 –	Wages, working condition
Northwood Pulp Sawmill Div., Prince George, B.C.	Woodworkers Loc. 1-424 (AFL-CIO/CLC)	250	1,250	1,250	Sept. 25 –	Not reported–
PAPER						
Domtar Packaging Ltd., Calgary, Alta.	Pulp & Paper Mill Workers Loc. 170 (AFL-CIO/CLC)	103	210	210	Sept. 13 Sept. 18	Wages, other benefits–3 50¢ an hr. increase first ye roactive to May 1972, 3 second year.
La Compagnie Price Ltée., Kénogami, Qué.	Pulp & Paper Workers' Federation (CNTU)	1,250	3,130	3,130	Sept. 20 Sept. 22	Dispute over reduction of gangs in shipping sec Return of workers pendin ther negotiations.
PRIMARY METALS						
Holmes Foundry, Sarnia, Ont.	Auto Workers Loc. 456 (CLC)	317	630	630	Sept. 11 Sept. 13	Not reported–Return workers.
Sydney Steel Corp., Sydney, N.S.	Steelworkers Loc. 1064 (AFL-CIO/CLC)	2,700	18,900	18,900	Sept. 21 –	Wages, pension benefits–
METAL FABRICATING						
Manitoba Bridge and Engineering Works, Winnipeg, Man.	Steelworkers Loc. 4087 (AFL-CIO/CLC)	275	2,200	19,800	June 1 Sept. 14	Wages, hours, fringe ber 29¢ an hr. increase first yea second year, 26¢ the third other improved bendfits.

KES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1972 (PRELIMINARY) (CONT.)

Industry Employer Location	Union	Workers Involved	Duration in Man-Days September	 Accumulated	Starting Date Termination Date	Major Issues Results
Dominion Bridge Co. Ltd., Winnipeg, Man.	Steelworkers Loc. 4095 (AFL-CIO/CLC)	283	2,260	15,570	June 26 Sept. 14	Wages, fringe benefits—29¢ an hr. increase first year, 27¢ second year, 26¢ the third year; other improved benefits.
Locweld & Forge Products Ltd., Montreal, Qué.	Steelworkers Loc. 2366 (AFL-CIO/CLC)	320	6,400	15,360	July 25 —	Not reported—
Montreal Construction Assn., Montreal, Qué.	Steelworkers Loc. 2366 (AFL-CIO/CLC)	412	3,710	12,340	Aug. 2 Sept. 19	Security of employment, other matters—Not reported.
Mueller's Ltd., Sarnia, Ont.	Auto Workers Loc. 456 (CLC)	109	1,640	2,240	Aug. 24 Sept. 25	Wages—27¢ an hr. package increase eff. Sept. 1, 1972.
NSPORTATION EQUIPMENT						
De Havilland Aircraft of Canada Ltd., Downsview, Ont.	Auto Workers Loc. 112 (CLC)	911	10,930	153,950	Jan. 20 Sept. 20	Wages, other matters—72¢ an hr. increase plus 33¢ an hr. for cost of living over a 3-yr. agreement; other improved fringe benefits.
Gould Manufacturing of Canada Ltd., St. Thomas, Ont.	Machinists Loc. 1975 (AFL-CIO/CLC)	470	5,170	15,980	July 29 Sept. 9	Wages, fringe benefits—Wage increases ranging from 40¢ to 58¢ an hr. over two years.
Canadian Acme Screw and Gear Ltd., Weston, Ont.	Auto Workers Loc. 984 (CLC)	500	500	4,000	Aug. 23 Sept. 5	Refusing to grant the company a second 18-month wage freeze— Plant ceased operations.
N-METALLIC MINERAL PRODUCTS						
Domtar Construction Materials Ltd., Delson, Qué.	Chemical Workers Loc. 602 (CLC)	100	100	8,900	Apr. 29 Sept. 5	Wages, management rights, other matters—Plant ceased operations.
Cegelec Industrie Inc., La Prairie, Qué.	Metallurgists, Miners and Chemical Workers Federation (CNTU)	170	3,400	17,170	May 10 —	Delayed negotiations in a new contract—
Pilkington Brothers Canada Ltd., Scarborough, Ont.	Glass and Ceramic Workers Loc. 295 (AFL-CIO/CLC)	685	6,850	45,900	June 12 Sept. 18	Seniority, sick pay—45¢ an hr. increase retroactive to Apr. 2, 1972, 20¢ Apr. 2, 1973, 20¢ Apr. 2, 1974; 6¢ an hr. for cost of living in 1972, 10¢ in 1973 and 10¢ in 1974.
EMICAL PRODUCTS						
Dupont of Canada Ltd., Maitland, Ont.	Chemical Workers Loc. 536 (CLC)	535	1,070	47,080	May 1 Sept. 6	Wages—Wage increases according to job classifications over a 32-month agreement; other improvements.
SCELLANEOUS MANUFACTURING						
F. Baillargeon Ltée. St-Constant, Qué.	Chemical Workers (CLC)	121	120	1,690	Aug. 15 Sept. 4	Not reported—Not reported.
Sperry Gyroscope (Ottawa) Ltd., Ottawa, Ont.	Auto Workers Loc. 641 (CLC)	132	530	2,110	Aug. 16 Sept. 8	Wages, vacations, holidays, better pension plan—8% wage increase first year, 6% second increase over a two-year agreement; other improved benefits.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, SEPTEMBER 1972 (PRELIMINARY) (CONCL

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: September	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Results
Construction						
Canadian Electrical Manufacturers Assoc., Province-wide, Ont.	Elevator Constructors Loc. 90 (AFL-CIO/CLC)	1,200	24,000	24,630	Aug. 29 –	Protest over lack of progr negotiations for a national tract–
Canadian Electrical Manufacturers Assoc., Lower Mainland, B.C.	Elevator Constructors Loc. 82 (AFL-CIO/CLC)	227	3,630	3,630	Sept. 8 –	Protest over lack of progr negotiations for a national tract–
Transportation and Utilities						
TRANSPORTATION						
*Canada Steamship Lines Ltd., Montreal, Qué., Thunder Bay, Windsor, Sarnia, and Port Credit, Ont.	Railway Clerks Various locals (AFL-CIO/CLC)	350	5,600	5,600	Sept. 8 –	Wages, hours–
POWER, GAS AND WATER						
Ontario Hydro (Rotating) Province-wide, Ont.	Public Employees Loc. 1000 (CLC)	11,930	247,120	745,860	June 25 –	Wages, job security, w conditions–
Trade						
Dominion Stores Ltd., Metro Toronto, Ont.	Retail, Wholesale Employees Loc. 414 (AFL-CIO/CLC)	550	3,300	3,300	Sept. 11 Sept. 18	Wages, vacations, job sec Not reported.
Service						
EDUCATION						
Ottawa Board of Education, Ottawa, Ont.	Public Employees Loc. 1400 (CLC)	250	250	250	Sept. 13 Sept. 14	Wages–Return of secretar
HEALTH AND WELFARE						
Toronto Western Hospital, Toronto, Ont.	Canadian Union of General Employees	675	14,460	39,050	July 12 –	Job classification, sick hours–

*Federal jurisdiction.